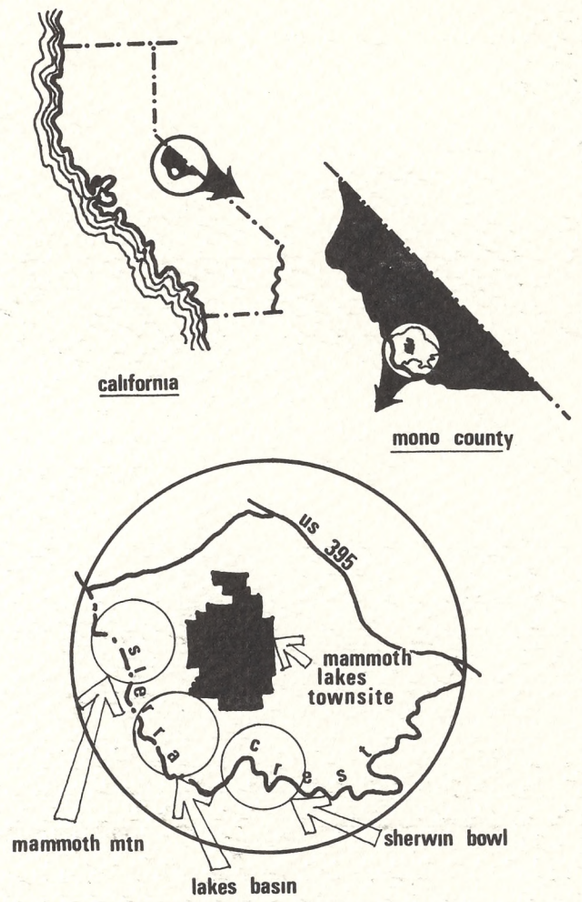
facing the future:

five alternatives for mammoth lakes



mammoth lakes/ucla project study area

$ 2.95

facing the future:
five alternatives for mammoth lakes

summary report of the mammoth lakes/ucla project

a collaborative study by:
the school of architecture and urban planning, and
the environmental science and engineering program
university of california, los angeles

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project study group

This Summary Report was authored by Mark M. Jones, drawing from the large volume of information and analysis generated by the Mammoth Lakes/UCLA Study Group. The members of the Study Group and their roles in the Project are listed below. Individual members of the Study Group are responsible for authorship of chapters in the full Technical Report. Contributions of each member to various aspects of the study are listed at the right in the list below, with principal authorship of Technical Report chapters indicated by underscoring.

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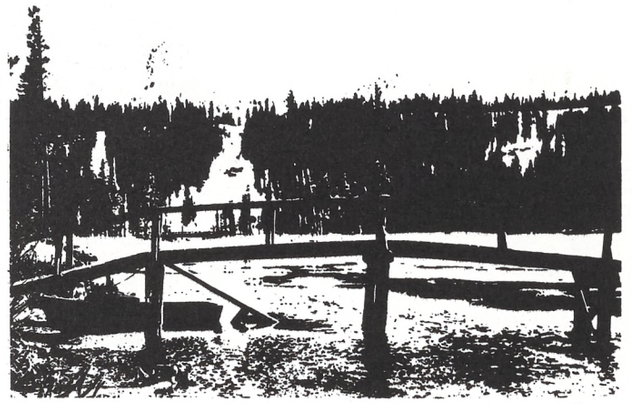
All graphic material was prepared by James McNett, assisted by Susan Shapiro.
The many drafts and final copy of this report were typed by Ingeborg Hof.

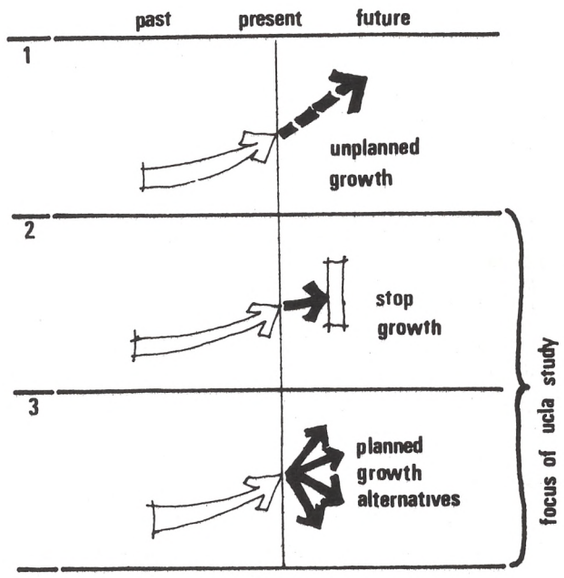
preface

This report summarizes the results of a six-month study of the resort community of Mammoth Lakes, California, and its surrounding natural environment, conducted by a collaborative research team from the School of Architecture and Urban Planning and the Environmental Science and Engineering Program, University of California, Los Angeles.



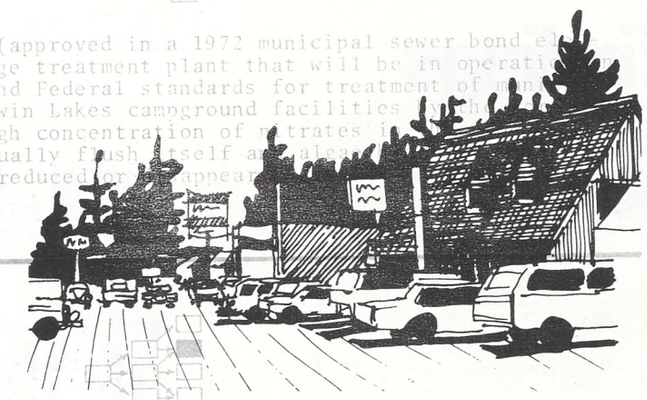
The Mammoth Lakes/UCLA Project is a response to a widely-held belief that the quality of the Mammoth Lakes community environment is rapidly deteriorating. Profound changes have occurred in recent years: The resident population increased more than 80% between 1960 and 1970; ski use has tripled in the last 15 years; elementary school enrollment has increased to 5 times its 1958 level; the number of residential units in Mammoth has increased 500% since 1960. This growth has brought numerous benefits, such as more jobs, an increased number and variety of recreational opportunities, and a wider variety of available goods and services. But the growth has also brought a number of extremely serious problems, including visual blight, traffic jams, crowding, and environmental degradation. It has become clear to many in the community that there is a pressing need to guide the future growth of the community in a deliberate way, in order to avoid many of the adverse results experienced by larger recreation-oriented communities where careful planning did not accompany growth.

The community is faced with a choice between three basic planning options which are sketched in the chart at the right: (1) Let growth continue without careful planning; (2) Stop growth entirely; or (3) Adopt a program of planned growth. The first option, to let growth continue without planning, is a "laissez-faire" or do-nothing approach. If the community follows this direction, it can be virtually assured of very serious economic and environmental problems within a few years, and the loss of most of the desirable qualities of the community. The second option, Stop Growth, is a radical approach to planning and would be perhaps the most controversial and difficult to achieve. The third option is to adopt one of a number of differing approaches to planned growth and to implement the necessary controls to achieve the balance between environmental costs and benefits most desired by the community. Although this report discusses the probable implications of the "laissez-faire" approach to the future, the main thrust of the study, as originally proposed to the community by the UCLA Study Group, has been to explore the future implications of "Stop Growth" and "Planned Growth Alternatives."



planning options for mammoth

Based on an in-depth study of present problems and future priorities expressed by community members, the Mammoth Lakes/UCLA Project has formulated five different "Alternative Futures" for Mammoth Lakes. Each of these is an image of what the community might be like in 1985, given differing levels and patterns of growth. These "futures" range from a virtual no-growth future to the maximum probable growth that could occur in Mammoth. Some of the futures involve dense, concentrated development, while others are characterized by spread-out, low-density development. Some involve continued dependence on the automobile, as is the case today, while at the other extreme two virtually eliminate the auto from the town center. Within the five futures, five radically different approaches to future growth and development are projected. THE UCLA STUDY GROUP DOES NOT MAKE RECOMMENDATIONS AS TO WHICH OF THE FUTURES IS THE BEST, BUT RATHER ATTEMPTS TO DESCRIBE THE PROBABLE IMPLICATIONS OF EACH.



wildlife

A

Of all the alternatives, A would inflict the most damage upon wildlife, particularly in terms of "people effects." "People effects" are the direct and immediate effects of people's actions on wildlife such as chasing them, shooting them, scaring them with loud noises and destroying their habitats by the construction of homes. These harmful influences drive many forms of wildlife some distance beyond the boundaries of human settlements, often into areas which cannot absorb them, because they are already overgrazed due to excess wildlife pressure. Alternative A would take the most habitat from wildlife, possibly including ecotone, deer migration paths and deer range areas. The proposed population centers to the east of the present Mammoth community would be in high impact areas, although there would be opportunities for selective siting (keeping migration corridors open, leaving access to Mammoth Creek, etc.). It is doubtful, however, that all key wildlife habitats would be preserved. It has been suggested that, for minimum impact, subdivisions in important wildlife areas should not exceed one dwelling unit per two acres. Also, the "people effects" upon key wildlife areas from nearby development would be great. However, there would be opportunities for a limited "wildlife experience" within the developed area due to green belts and the spread-out character of this alternative.

The "peripheral effects" of Future A would be similar to those for B, more harmful than for C, B or D. "Peripheral effects" result from d... velopments and activities which serve but are not... and commercial developments. The construction and use of... tion facilities, water supply systems, sewage plants, airports, etc. ... can disturb wildlife and eliminate wildlife habitat. ... of lakes to reservoirs can remove im... access. Heavily-used roads and high... of more wildlife every year. For Fu... the Sherwin Bowl area would follow on the heels... The more extensive road system and auto use o... "peripheral effects" not present in E.

E

Future E would be more harmful to wildlife than alternatives C, B, or D. Its "people" and "peripheral" effects would be greater than B, due to a higher population. Although it would take away wildlife habitat to the east of Mammoth and its "people effects" would be concentrated in an area of lower impact potential than B, great harm to wildlife would come from its development of Sherwin Bowl, a region of great wildlife importance. There would be little opportunity for an in-town wildlife experience.

C

B

Future B would be more harmful to wildlife than alternatives D and C ... Impacts for a number of important environmental issues were estimated for each of the five futures. As a result of this, it has been possible to assess, IN ADVANCE, what the likely environmental costs and benefits of each future would be. This report presents those findings.

Using the information generated by this study, the community can, if it chooses, organize itself and take an active hand in deciding what kind of a future it will have. If the community fails to act, these decisions will be made elsewhere in the very near future, and the community will have little cause to complain if the results are not to its liking.

D

The intent of this summary report is to provide a brief overview of the highlights and major conclusions of the study. Because this summary must cover a great deal of material in limited space, a substantial amount of important technical detail had to be left out. The UCLA Group has prepared a lengthy technical report which describes the study, its methodology, and its conclusions in detail. The full technical report will be available shortly after the publication of this summary report, and readers interested in an in-depth look at the future of Mammoth Lakes are referred to this more detailed report.

summary of findings

The following outline summarizes the major conclusions of the Mammoth Lakes/UCLA Project:

population

- THE KEY DETERMINANT OF THE FUTURE POPULATION OF MAMMOTH LAKES WILL BE THE DECISION WHETHER OR NOT TO DEVELOP A SKI RESORT AT MINERAL KING.

- If Mineral King is NOT DEVELOPED, by 1985 Mammoth Lakes can expect a winter PEAK DAILY SKI POPULATION of 24,000, with a PEAK TOTAL WINTER POPULATION of 35,500, more than twice the present level. (This is the maximum population anticipated under any conditions.)

- If Mineral King IS DEVELOPED TO ITS FULL POTENTIAL by 1985, Mammoth Lakes can expect a PEAK DAILY SKI POPULATION of only 11,000, with a PEAK WEEKEND POPULATION of 18,900. (In essence, full development of Mineral King would preclude Mammoth Lakes' growing much beyond its present population levels.)

- These population estimates are STRIKINGLY LOWER than those put forth in many previous studies and show the extreme impact that the decision to develop or not develop Mineral King will have on Mammoth. This points to the need for much more closely coordinated overall planning by the Forest Service in deciding which California ski areas will be developed, and to what extent. Trail Peak, Mineral King, June Mountain, Mammoth Mountain, Sherwin Bowl, and other potential areas must be considered not only in terms of LOCAL IMPACT, but also in terms of the impact that they will have on EACH OTHER.

land use and zoning

As of January, 1972:

- There were 3,517 RESIDENTIAL UNITS in Mammoth Lakes. By August 1, permits for another 739 units had been issued for construction during 1972.

- Under present zoning ordinances, if Mammoth Lakes were built up to the legally allowable limit, the UCLA group estimates it would contain a total of about 18,500 RESIDENTIAL UNITS, which would contain a RESIDENT POPULATION OF 10,000 and a PEAK WEEKEND POPULATION of up to 82,000. (The population density would be 37.5 people per acre, which compares with 38.5 people per acre for New York City!)

DATA SHEET ON EXISTING CONDITIONS IN MAMMOTH LAKES
(As of January, 1972, unless otherwise indicated)

Item		Amount	Source
POPULATION:			
Resident		1,970	UCLA estimate
Peak Winter Weekend		16,000	UCLA estimate
Peak Summer Weekend		14,500	
RECREATION USE:			
Winter Recreation Man Days		550,000	USFS
Summer Recreation Visitor Days		1,665,000	USFS
Present Capacity of Mammoth Mountain Facility (Daily)		10,000	USFS
Ultimate Ski Capacity of Mammoth Mountain		20,000	UCLA estimate
LAND USE:			
Private Land within Town Site		2,190 AC.	USFS
USFS Land within Townsite		96 AC.	USFS
Acreage Acquired by Private Owners from USFS since 1960		549 AC.	USFS
Number of Existing Units (As of Jan., 1972):			Mono County Planning and Building Department (January, 1972)
Single Family Residences		794	
Condominiums		1,279	
Apartments		213	
Motel Lodge Units		728	
Dormitory Units		291	
Mobile Home Units		212	
	TOTAL:	3,517	
Residential Building Permits (Units)	1967	230	Mono County Planning and Building Department
	1968	336	
	1969	437	
	1970	400	
	1971	528	
Up to August 1, 1972:		739	
ZONING:			
Present Zoned Capacity of Townsite if fully developed (in residential units)		18,700	UCLA estimate
(In Population)			
Residents		10,000	UCLA estimate
Peak Population		82,000	UCLA estimate
WATER:			
Current Water Right		2.0 cfs	Mammoth County Water District
Estimated population which can be provided domestic water with existing right		13,000	UCLA estimate
Estimated additional water (per day) used to serve peak populations of 16,000 (presently being drawn from existing 1.35 million gallons storage, which should be kept in reserve for fire flow)		300,000 gal/day	UCLA estimate
Storage required for adequate fire flow (by National Board of Fire Underwriters) at peak population of 16,000		2.35 million gallons	NBFU Guidelines
Existing Storage		1.35 million gallons	
Fire Storage Deficit		1.0 million gallons	UCLA estimate

- Thus, UNDER PRESENT ZONING ORDINANCES, Mammoth Lakes is now zoned for an estimated population (82,000), more than DOUBLE that which can be reasonably expected as a maximum (35,500). SUCH OVERZONING PREVENTS EFFECTIVE LAND USE CONTROL.

community attitudes

A survey of community attitudes was conducted via some 122 personal interviews and a questionnaire completed by 235 visitors and residents. The highlights of this survey are as follows:

- SCENIC BEAUTY, SMALL TOWN ATMOSPHERE, and SKI FACILITIES were most often identified as the MOST DESIRABLE qualities of Mammoth Lakes.

- UNCONTROLLED GROWTH, CROWDS, PRICE LEVELS, and VILLAGE TRAFFIC CONGESTION were most often identified as the LEAST DESIRABLE qualities of Mammoth Lakes.

- Opinion was divided on the question, "SHOULD THE POPULATION OF MAMMOTH LAKES INCREASE?" Four of the ten community subgroups sampled tended to favor an INCREASE. Six subgroups were more in favor of NO INCREASE.

- To the question, "SHOULD FUTURE GROWTH BE ACCOMMODATED BY INCREASED DENSITY OR DEVELOPMENT OF ADDITIONAL LAND?" the majority had NO OPINION, possibly resulting from a lack of discussion of this issue in the community.

- SKI FACILITIES got a high rating from winter visitors and second home owners, but both groups were dissatisfied with the "CROWDS." With the exception of winter visitors and the younger residents of Mammoth, all subgroups expressed concern over the RAPID GROWTH of Mammoth, and the lack of sufficient advance PLANNING and CONTROLS. Most subgroups are dissatisified with VILLAGE TRAFFIC CONGESTION, especially during HEAVY SNOW periods.

- Most subgroups expressed displeasure with the ATTITUDES and/or BEHAVIOR of other residents or visitors to Mammoth. Many individuals had opinions which were INCONSISTENT with other views they themselves held.

key issues

The Mammoth Lakes/UCLA Project, after analysis of the survey of community attitudes, the computer population forecasts, and other information, has identified 11 KEY ISSUES that are felt to be most important for any discussion of the FUTURE OF MAMMOTH LAKES:

1. TOWN ATMOSPHERE
2. DETERIORATION OF THE NATURAL ENVIRONMENT
3. VARIETY AND QUALITY OF RECREATIONAL OPPORTUNITIES
4. VARIETY OF GOODS AND SERVICES
5. TRANSPORTATION
6. SNOW REMOVAL
7. DISTRIBUTION OF GOVERNMENTAL CONTROL
8. WATER SUPPLY
9. UPS AND DOWNS: THE 'PEAK LOADING' PROBLEM
10. LONG TERM STABILITY/INSTABILITY
11. ALTERNATIVE ECONOMIC AND CULTURAL OPPORTUNITIES

what if present trends continue?

What are the FUTURE PLANNING OPTIONS for the community of Mammoth Lakes? The easiest alternative, of course, is for the community to do nothing, or continue with a "laissez-faire" and "wait and see" attitude. If present trends were allowed to continue, a number of probable IMPACTS are likely:

- A very HIGH RATE OF GROWTH would continue in the short-range future.

- If the decision is made to FULLY DEVELOP MINERAL KING, Mammoth Lakes will be OVERBUILT within about one year. This would not become apparent until Mineral King was in operation (perhaps 1978-1980), when a serious ECONOMIC DECLINE could be expected in Mammoth Lakes.

- If the decision is made NOT TO DEVELOP MINERAL KING, Mammoth Lakes could expect a peak population of about 35,500 by 1985. At the present rate of development, all the housing needed for that population will be completed in LESS THAN FIVE YEARS.

- At the present rate of growth, the present water supply and storage system would be INADEQUATE in two to four years.

- A peak population of 35,500 would mean about THREE TIMES AS MANY CARS in town as there were on a peak weekend in 1972.

- At 35,500 population, with today's roads, traffic/snow removal problems could cause periodic TOTAL BREAKDOWNS IN TRANSPORTATION AND PUBLIC SERVICE.

- VISUAL QUALITY of the town would continue to DETERIORATE, leaving a very NEGATIVE IMPRESSION of the town in the minds of both visitors and residents.

planned alternative futures

It is very DOUBTFUL that either the community, Mono County, or the Forest Service would allow the kind of "do-nothing" future just described. A more reasonable supposition would be that some strong planning efforts will occur.

Therefore, the UCLA Study Group has identified FIVE ALTERNATIVE FUTURES representing five DIFFERENT APPROACHES to planned growth. This report describes what the community would probably be like in 1985, were any of these futures to occur. The FIVE FUTURES are:

A HIGH POPULATION: LOW DENSITY DEVELOPMENT

resident population:	4,400
peak weekend population:	35,500
daily ski capacity:	24,000

B MEDIUM POPULATION: LOW DENSITY DEVELOPMENT

resident population:	2,900
peak weekend population:	23,500
daily ski capacity:	16,000

C LOW POPULATION: MEDIUM DENSITY DEVELOPMENT

resident population:	2,250
peak weekend population:	18,900
daily ski capacity:	11,000

D MEDIUM POPULATION: HIGH DENSITY DEVELOPMENT

resident population:	2,900
peak weekend population:	23,500
daily ski capacity:	16,000

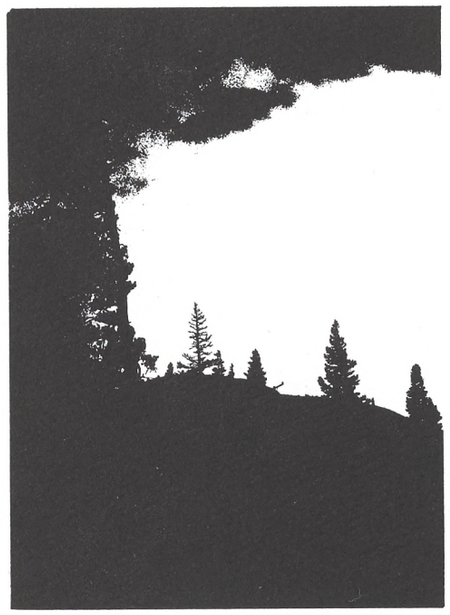
E HIGH POPULATION: HIGH DENSITY DEVELOPMENT

resident population:	4,400
peak weekend population:	35,500
daily ski capacity:	24,000

- Each of the five Alternative Futures has both POSITIVE and NEGATIVE impacts upon the community and surrounding natural environment. These impacts have been grouped according to the 11 KEY ISSUES, and are described in Parts II and III of this report.

- Knowing the probable IMPLICATIONS of several different approaches to the future, the community can, if it wishes, SELECT ITS OWN FUTURE IN ADVANCE, and take strong action to ASSURE ITS IMPLEMENTATION.

- This report recommends that, regardless of which future the community finds most desirable, the COMMUNITY MUST MOVE RAPIDLY TO ORGANIZE ITSELF if it wants to achieve MEANINGFUL LOCAL CONTROL. A number of options are proposed, ranging from A COMMUNITY ADVISORY COUNCIL to INCORPORATION, along with a list of local planning issues requiring PROMPT ACTION.



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part I:

what forces will influence the future of mammoth lakes ?

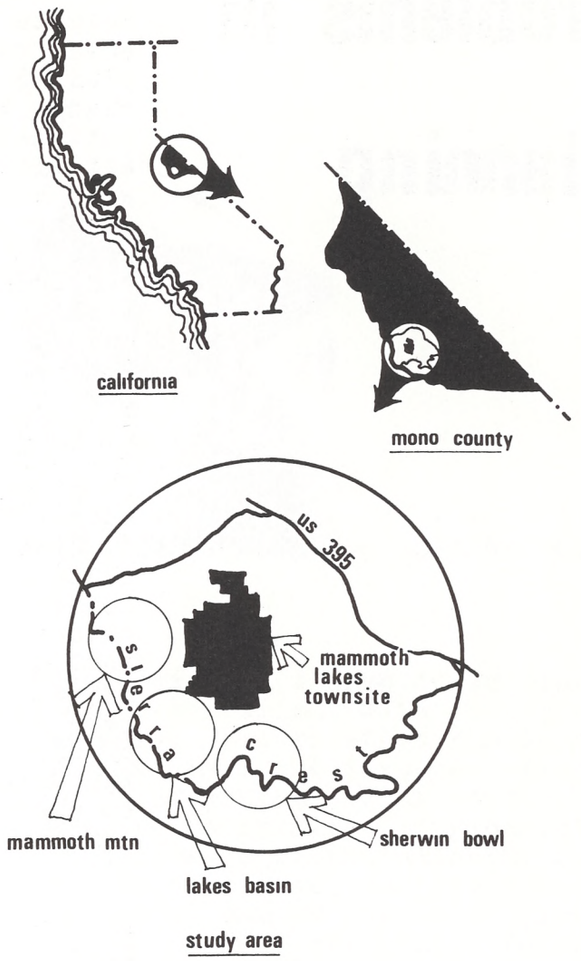
Part I discusses the background of growth and planning in Mammoth Lakes and places this study in the context of current problems and needs. Major points of the UCLA analysis are summarized, including the population forecast, zoned capacity and land use, and the community attitude survey. Finally, there is a discussion of eleven key issues for future planning in Mammoth.

what and where?

The unincorporated community of Mammoth Lakes is located just east of the crest of the Sierra Nevada, approximately 40 miles northwest of Bishop, California. The largest community in Mono County, Mammoth Lakes has a resident population of approximately 2,000, which grows to an estimated 16,000 on a busy ski weekend. The community lies at the westerly end of a large plateau, at an elevation ranging from 7,600 feet, to 8,800 feet at the base of its major ski facility.

The townsite consists of 2,190 acres of private land, which is completely surrounded by the Inyo National Forest. Other lands in the area, but not adjacent to the townsite, are owned by the Los Angeles Department of Water and Power and the U.S. Bureau of Land Management.

This project has focused on the town and its immediate natural surroundings. The study area has been limited to that shown on the map at the right. It extends from the Sierra Crest on the south and west to Convict Creek on the southeast, is bounded on the east by U.S. Highway 395 and on the north by a series of volcanic cones generally dividing the watersheds of Mammoth Creek and Dry Creek.



mammoth lakes/ucla project study area

yesterday

Gold was discovered in the vicinity of Mammoth Lakes in 1877, and two flourishing mining towns, Mammoth City and Mill City, grew around the mining operations. They were short-lived, and were abandoned in the early 1880's in the face of dwindling success at mining, disastrous fires, and harsh winters. With its poor accessibility and heavy snows, the Mammoth area remained dormant until the 1920's, when a few hardy recreation seekers began coming to the area. The first ski rope tows were introduced in the area in the late '30's, and skiers began frequenting the area in the post-war years. By the early 1950's, Dave McCoy's Mammoth Mountain ski operation was well underway, and a steady growth of skiing in Mammoth followed. A similar growth in summer recreation occurred in the post-war period, made possible by the completion of Highway 395 from Southern California.

rapid growth

In 1960, Mammoth Lakes was still a sleepy mountain village. But the signs of impending growth were already visible: Bigger ski crowds; new businesses; construction. The County of Mono had foreseen the growth and in 1959 it formed the Mono County Planning Commission. Shortly thereafter a small County Planning Department was established.

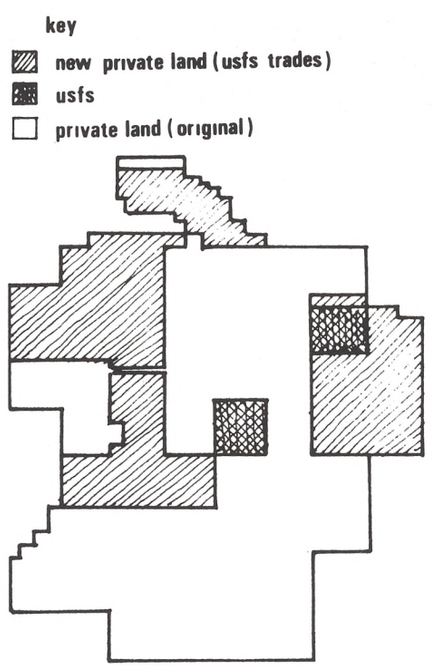
problems in planning

Starting in 1960, a series of land trades by the Forest Service increased the area of the townsite by some 549 acres to its present size: 2,190 acres of private land, plus 96 acres of Forest Service land, all within the "Exchange Boundary" shown on the map at right (Source: Inyo National Forest). Substantial development and building activity began to occur, and in 1963 the first condominiums were built, followed in 1967 by a period of rapidly accelerating construction of condominiums. In addition, there were rapid increases in the number of motels and detached residences built to accommodate the increasing resident and visitor populations. Land prices soared, and second home buyers, most of them fleeing the smog and congestion of Southern California, came in large numbers seeking clear air, trees, spectacular scenery, and recreation.

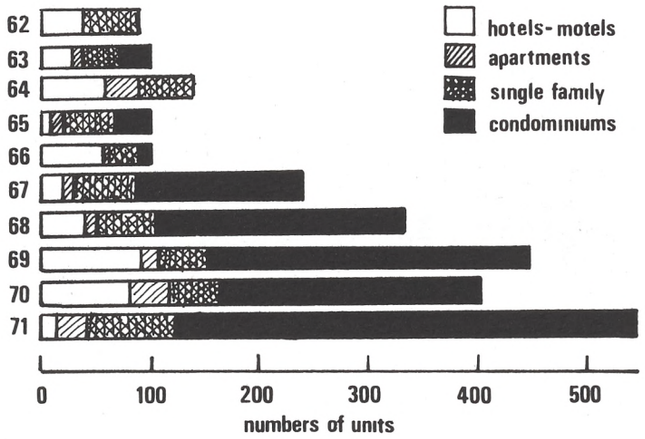
The County Planning Department and Planning Commission, located 55 miles away in Bridgeport, with severly limited funding and a small staff, was hard-pressed to maintain controls on this rapid urbanization in an otherwise rural county. In 1968 the consulting firm of Hahn, Wise and Associates prepared a General Plan for Mono County, which included several elements relating specifically to Mammoth Lakes. With the General Plan, zoning controls for Mammoth were established. Since the county has pursued a policy of discouraging rural subdivisions in order to preserve the unique rural setting it enjoys, the General Plan tends to encourage growth in a more concentrated way around existing communities.

In Mammoth Lakes, the General Plan has reflected this policy in generally higher-zoned densities. For example, present maximum zoned densities for condominium development range from 21 units per acre in the "C-H" zones, to 39 units per acre in the "C-R" zoned areas.

In the very recent past, urbanization has brought with it a number of city problems. Crowding, traffic jams, visual blight, parking shortages, conflicting land uses, degradation of the natural environment, and enormous snow removal problems are prominent examples.



land ownership in mammoth lakes



residential construction 1962-1971

conflicting values

Many residents and visitors to Mammoth Lakes began to feel that something was amiss. Conflicting values about the natural setting and town growth began to bring about dissension. A growing demand for recreation facilities, mainly from Southern California, conflicted with the feelings of some, who wished to preserve the "village atmosphere" and the natural environment surrounding the community. The conflicts were not just between people, but within individuals. Many had moved to Mammoth for its spectacular natural setting and village-like atmosphere, and attached strong importance to the preservation of that kind of environment. At the same time, they found that their livelihood was made possible only by the influx of visitors from the South. So while they depended on growth for a living, the growth brought problems they had hoped to escape when they originally came to Mammoth. Communication between the community and the Planning Commission was less than ideal, and there was a growing feeling that the community was somehow not playing a strong enough role in its own planning.

After 2-1/2 years of community effort, a move to incorporate Mammoth Lakes in 1970 narrowly failed, with strong opposition from large land holders. Polarization continued, and culminated in a bitter fight over the issuance of a permit to build the first of a projected series of seven- and eight-story condominiums, which resulted in protracted litigation. The level of dialogue regarding planning for Mammoth's future has clearly deteriorated, despite efforts by the county, the Forest Service, and by community groups to find constructive solutions. County officials, Forest Service officials, and local residents began searching for better data and information on the long-term implications of present planning decisions, which might provide a better basis for evaluating the "tradeoffs" involved in each planning decision.

a long range look at mammoth

In mid-1971 the Friends of Mammoth, a citizens' group, expressed a desire to have an independent party from the outside come to Mammoth and evaluate the long-range consequences of a variety of development alternatives. A number of University planning departments were approached, and a group from the UCLA School of Architecture and Urban Planning was selected. Shortly thereafter, members of the Environmental Science and Engineering program at UCLA joined the study team. In January, 1972, with financial support from the Friends of Mammoth and the endorsement of the Chamber of Commerce and the Motel and Lodge Association, the UCLA group began the study leading to this summary report and its technical counterpart.

No study can solve the tough problems faced by Mammoth. What this study attempts is to assist in providing information urgently needed by the community if it is to make its own decisions. This is only a first phase--a great deal of hard work lies ahead. Much of that work can be done only by the community itself.

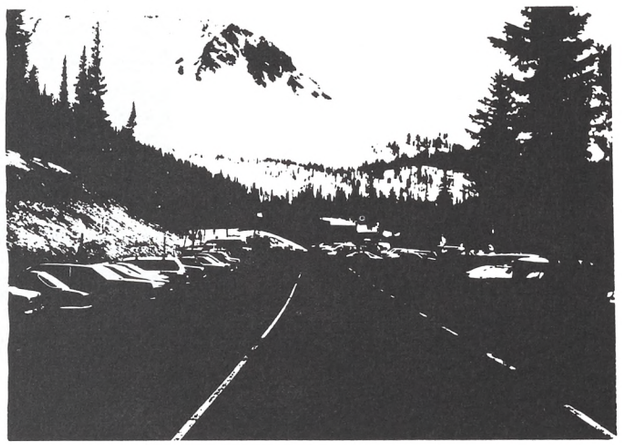
Seeking to reflect the wide range of differing points of view within the community, the Mammoth Lakes/UCLA project set four main objectives for its work:

1. Identify key issues and environmental priorities through a survey of community attitudes.
2. Describe a range of feasible "Alternative Futures."
3. Estimate impacts for each of the key issues, comparing the impact of each of the Alternative Futures for each issue.
4. Provide the entire community with the resulting information and conclusions.

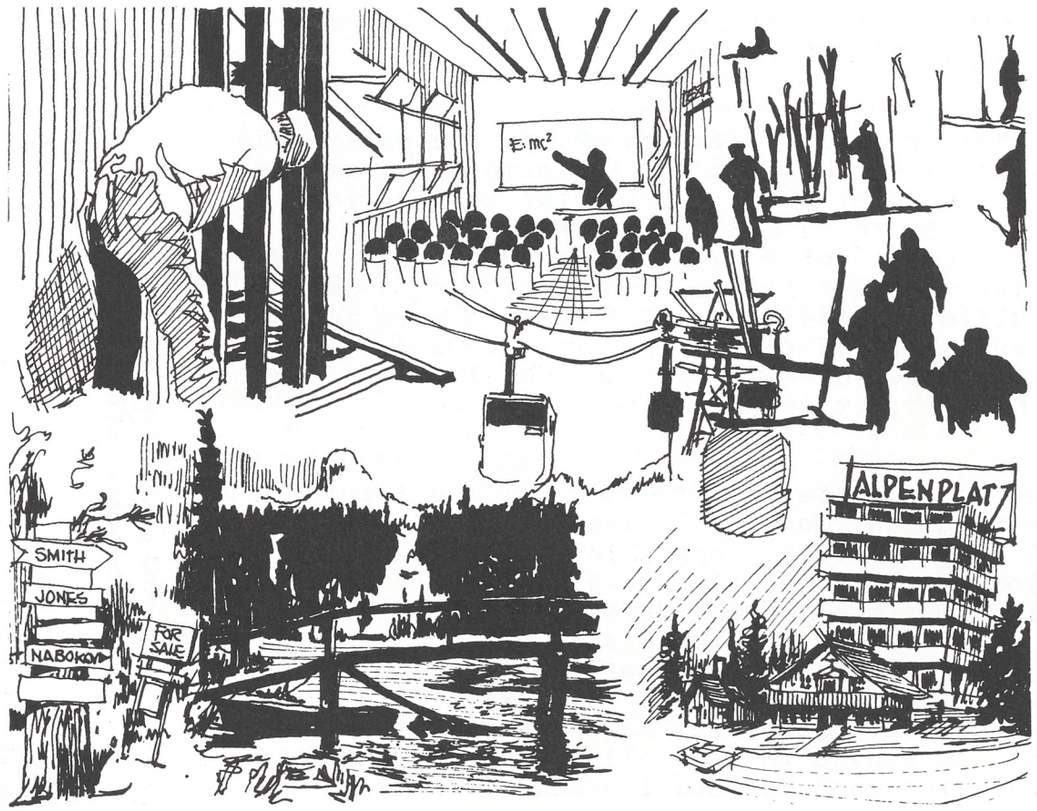
differing views of the future

The intent was to provide a range of Alternative environmental "futures" which would span the spectrum of differing community values, and then to describe, as accurately as possible, the likely consequences of each of those futures. Each of the five futures projected by the UCLA group has both positive and negative impacts. The process of choosing which future to implement is one of "trading off" costs and benefits, or deciding which problems the community is willing to live with in order to get those advantages considered most important. The UCLA group chose not to recommend which set of "tradeoffs" is best, leaving that decision to the community which, after all, must live with the results.

The UCLA Study Group began its work in Mammoth in January, 1972, sending a "site team" of four researchers to live in the community for a period of 2-1/2 months. In addition, 12 other researchers made regular trips to Mammoth from January through June, in order to conduct specialized studies. This period of intense effort in the community allowed the kind of sustained effort necessary to ferret out data and to gain some depth of understanding of the local situation, directly from the community members themselves. No other consultant or study team studying Mammoth in the past has spent anything approaching this much man-time in the community, nor is it certain that any will in the near future.



During this time a major effort was made to find out how all segments of the community felt about the environment; 122 personal interviews were conducted, group coffee sessions held to discuss problems, and a carefully designed community attitude questionnaire was distributed in the community. Of the 550 questionnaires distributed, over 235 were filled out and returned, a remarkably high rate of response. Every identifiable community group was sampled and, in addition, officials of all concerned public and quasi-public agencies were contacted. Data were gathered on a wide variety of environmental topics, ranging from visual quality of the town to water quality in surrounding streams and lakes, and subjected to thorough analysis. Factors external to the Mammoth area itself were also carefully considered.



forecasting population growth

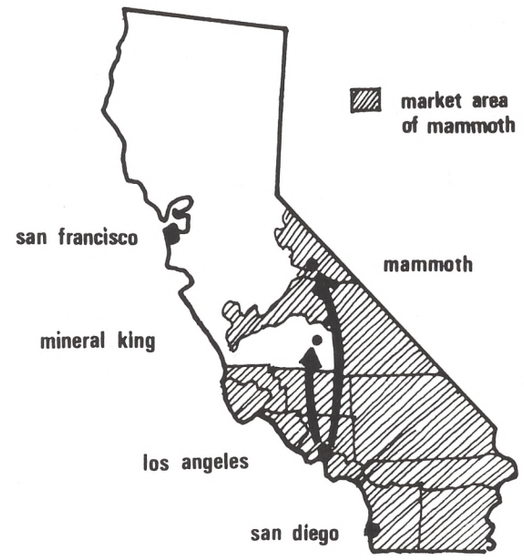
computer simulation

One of the tasks of the UCLA Study Group has been to look at factors outside the community which may have an impact on its future development. One of the most critical of those is the effect of competing recreational developments on the future population growth of Mammoth.

Winter recreation, dominated by alpine skiing, is the most important revenue-producer in the Mammoth economy. Any attempt to predict future populations for Mammoth would have to include a realistic assessment of Mammoth's probable share of the future ski market. Simple projection of existing trends, a technique often used in the past, should be avoided, since it ignores a number of very important variable factors. In order to more accurately predict ski use, the UCLA Study Group developed a computer-based forecasting "model." The forecasting technique, a "modified gravity model," estimates the increase and spatial distribution of ski demand for California, using a number of predictor variables which include: changes over time in age distribution; income levels; population numbers; accessibility and attractiveness of competing ski areas.

After thorough testing, the model was set to predict future patterns up to 1985. In effect, the model estimates the total number of skiers originating in each California county, assigns accessibility and "attractivity" factors to existing (and potential) ski areas, and then estimates the distribution of skiers among the various ski areas. This "UCLA Model" uses the most accurate techniques presently available for population forecasting.

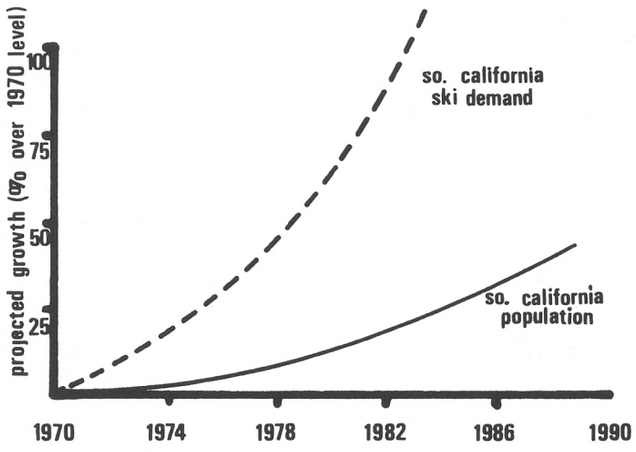
It was found that by 1985 per capita ski participation in Southern California can be expected to increase by approximately 66 per cent over 1970. During the same period, the population of Southern California is expected to increase by 31 per cent (California Department of Finance, 1972), resulting in a net 115 per cent increase in skiing by Southern California residents. If Mammoth were to retain its present share of total ski trips, demand for skiing there would increase by 115 per cent by 1985 over the 1970 level. However, it is not quite this simple.



southern california ski market area

impact of mineral king

The model results indicate that the most critical factor affecting the future of Mammoth is whether or not the proposed Mineral King (or some comparable) ski facility will be in operation by 1985, and if so, what its size will be. Two possibilities have been considered for Mineral King development: one is the "limited scale" plan presented in May, 1972, by the Disney firm, calling for a daily ski capacity of about 8,000. Second is the possibility that Mineral King would be allowed to "meet the market," or in other words, to expand to meet all potential demand for it by 1985. The computer model predicts that, if



projected growth of southern california ski demand

winter: depends on mineral king...

Mineral King (or a comparable facility) is in full operation in 1985 (a capacity of approximately 15,000 by UCLA estimate), peak day skiing at Mammoth Lakes would be virtually the same as in 1970 (or approximately 10 to 11 thousand). At the other extreme, if Mineral King (or comparable competition) is not in operation by 1985, the number of peak-day skiers at Mammoth would be approximately 24,000 (assuming that permits are granted to expand the ski and support facilities).

Between the extremes of no growth and extensive growth, numerous intermediate points are possible. In the interest of identifying a limited number of alternative futures for Mammoth, one moderate growth level has been chosen for analysis. The peak-day ski population of this moderate growth alternative is set at 16,000.

Whether and how this moderate growth level could be achieved depends in large part on Mineral King--the model says that if the "Limited Scale" Mineral King (8,000 skiers) were in operation, then Mammoth would get only about 13,000 skiers on a peak day. Obviously, this is short of the 16,000 set for "moderate growth" for Mammoth. In this case, the Mammoth area would have to mount an extensive promotional campaign for winter sports in order to reach the 16,000 level.

On the other hand, if Mineral King is not in operation, the model predicts 24,000 peak-day skiers for Mammoth, which means that if the community wished to stay at the "moderate growth" or 16,000 level, deliberate controls would have to be implemented to restrict growth in skiing.

summer: forest service policy is key

Forecasts of the 1985 level of summer recreation in Mammoth were prepared for each of a number of recreation activities. The forecasts are based upon two primary factors: Forest Service policy and national recreation forecasts. The current policy of the Inyo National Forest suggests that little growth will occur in camping, lodging on Forest Service property, fishing and boating. Changes in all other summer recreation activities were estimated by applying national projections (by Bureau of Outdoor Recreation) in these activities to Mammoth recreation data.

A summary of these population forecasts is contained in the table at the right.

population forecasts for mammoth lakes

Population Forecasts for Mammoth Lakes

	1970	"No Growth"	"Moderate Growth"	"Extensive Growth"
Annual Ski Days	550,000	600,000	980,000	1,450,000
Winter: Peak Day				
Resident Pop.	1,800	2,250	2,900	4,400
Visitor Pop.	13,000	16,700	20,800	31,200
Total*	15,000	19,000	23,500	35,500
Summer: Average Day, July-Aug.				
Resident Pop.	1,800	1,900	2,300	2,800
Visitor Pop.	12,500	15,900	17,100	18,900
Total*	14,500	18,000	19,500	22,000

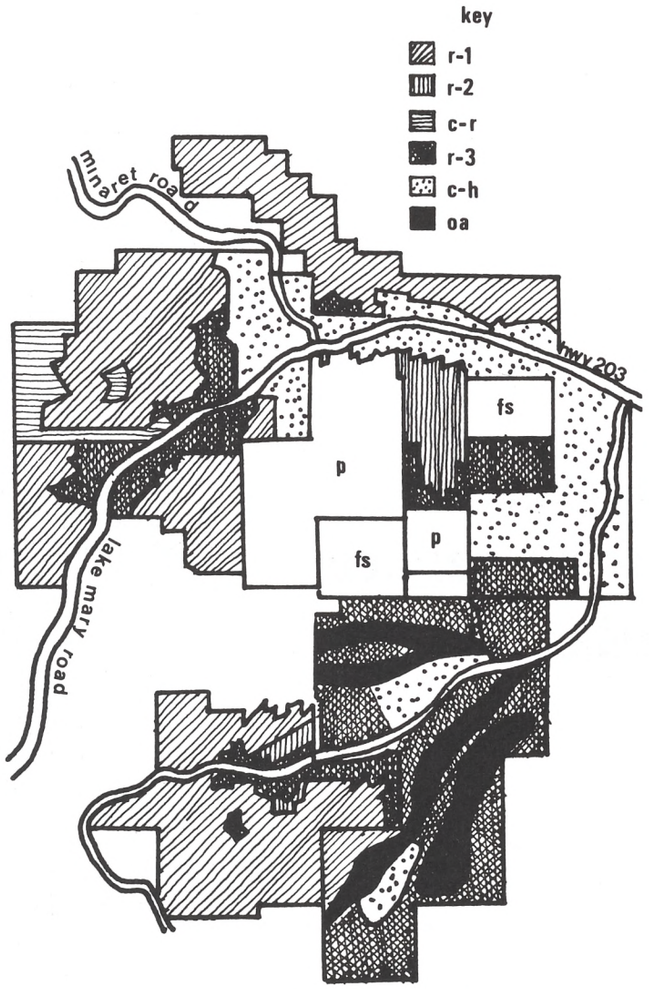
*Rounded off to nearest 500.

what is the present zoned capacity?

Another key factor is the present land ownership pattern and zoning of the community. The total amount of land in private ownership is in part the result of Forest Service policy. Of the 2,190 acres now in private ownership, 549 acres have been acquired from the Forest Service since 1960, principally through land trades. The townsite, as is well known, is totally surrounded by Federal lands managed by the Forest Service. All of the private land in Mammoth Lakes is presently zoned under the Mono County General Plan. The County Planning Commission is responsible for land use control in Mammoth, and zoning has been the principal means used in the past. As part of the effort to estimate the impact of various growth alternatives on the existing town, the UCLA Study Group has analyzed the "Presently Zoned Capacity" of the Mammoth Lakes townsite. What this amounts to is this:

1. Adding the number of existing housing units in the town area to the number of units that present zoning would permit on all undeveloped private land in the town area, and

2. Estimating the population that could be accommodated in the calculated number of units.



current zoning mammoth lakes

numbers of residential units

The estimated numbers of units which could be accommodated in each of the present zoned areas of the town is shown in the table below, using densities at or slightly below the maximums permitted by the zoning ordinances.

zoned capacity of townsite: residential units

Zone	Estimated Number of Units Per Acre	Total Number of Units	Unit Types
R-1	4 per acre	2,151	Single Family Residential
R-2	4 per acre	119	Single Family Residential and Duplex
R-3	20 per acre	8,611	Apts, Condo's, Motels
P	20 per acre	3,946	Apts, Condo's, Motels
C-R	39 per acre	1,029	Apts, Condo's, Motels
C-H	10 per acre	2,835	Apts, Condo's, Motels
(Rounded Off) TOTAL 18,700 (includes 3,517 existing units)			

numbers of people

In order to estimate the number of people who could be accommodated in the estimated 18,700 residential units, UCLA assigned an occupancy factor to each unit type. The distribution of units between the various types (e.g., single family, condominiums, etc.) was based on the average distribution over the past ten-year period, which was taken from Mono County Building Department records. The

results of this estimation are shown in the table below. If the town were fully built up to its present zoned capacity, it is estimated that it could accommodate 10,050 full time residents, with a peak (winter weekend) population of 82,000.

zoned capacity of townsite: population

Type of Unit	Occupancy Type	Persons Per Unit	No. Units	Pop.	% of Total Population
R1-R2	Primary (40%)	2.73	908	2,480	3.0
	2nd Home (60%)	7.0	1,362	9,534	11.6
Condo's	Primary (40%)	2.73	978	2,670	3.1
	2nd Home (60%)	5.0	8,802	44,010	53.6
Apts.	Primary (70%)	2.73	1,789	4,900	6.0
	2nd Home (30%)	5.0	769	3,845	4.5
Motel Units*	Visitor (100%)	3.5	4,083	14,290	18.2
			18,691		100.0
Resident Population ..... 10,050 Peak Population..... 82,014					

Bearing in mind the 82,000 zoned capacity and recalling that the population forecast estimated the maximum probable peak population under an "Extensive Growth" future to be 35,500, the present zoned capacity is estimated to be more than double that required under the highest foreseeable level of growth!

comparative population densities

City	Area (Acres)	Population	Density (People/Acre)
Mammoth 1972 (Actual)	2,190	16,003	7.3
Mammoth (Zoned Capacity)	2,190	82,014*	37.5
Berkeley	6,784	116,716	17.2
Boston	29,440	641,056	21.8
San Francisco	29,056	715,686	24.6
New York City	205,065	7,894,997	38.5

"Over-zoning" such as this is not uncommon in American cities. Los Angeles is zoned for a capacity probably far in excess of what it will ever reach in terms of population growth. Over-zoning is thought to allow flexibility in development patterns, and to a certain extent to provide for private market decisions as to development density. But the effect of over-zoning on a community such as Mammoth Lakes is that it means there is no truly effective land use control. The haphazard land use patterns existing today in Mammoth can, in part, be attributed to this.

In order to more fully illustrate the difference between the zoned capacity of the townsite and the existing numbers of residential units and population, a table has been prepared showing UCLA's estimate of present population in relation to existing residences (source: Mono County Planning and Building Department, as of January, 1972).

existing residential units and population

Zone or Type Unit	Occupancy Type (%)	Occupancy Rate (PPU)	No. Units	Pop.	% of Total Population
R1-R2	Primary (40%)	2.73	318	868	5.4
	2nd Home (60%)	7.0	476	3,332	20.8
Condo's	Primary (10%)	2.73	128	349	2.2
	2nd Home (90%)	5.0	1,151	5,755	36.0
Apts.	Primary (70%)	2.73	149	406	2.5
	2nd Home (30%)	5.0	64	320	2.0
Motel	Visitor (100%)	3.0	728	2,184	13.6
Dormitory	Visitor (100%)	1.0	291	291	1.8
Mobile Homes	Primary (60%)	2.73	127	347	2.2
	2nd Home (40%)	2.73	85	232	1.5
Peak Load		(1.5)	(1,019)	(1,019)	6.4
Adder: 1 per primary unit to 5 per motel unit Day Visitors lodged elsewhere				900	
			3,517		100.0

Permanent Population ..... (Year) 1,970
Peak Population..... (Peak) 16,003

The UCLA Study Group concludes that not only is the community "over-zoned," but that population estimates in the range of 50,000 to 100,000, which have been mentioned in some previous studies, are unrealistic. The UCLA population forecasting analysis shows that the probable demand for recreation cannot justify such high figures. Rather, it is proposed that 35,500 (for the year 1985) should be considered as a maximum for planning purposes.

what do the people think?

One of the key elements of the Mammoth Lakes/UCLA Project was an intensive survey of the attitudes of members of the community toward their environment. Use of extensive interviewing, along with a structured questionnaire, provided a reliable in-depth look at the people's attitudes.

One hundred and twenty-two personal interviews were conducted, using an unstructured format. Respondents took the lead in identifying issues they considered to be of greatest importance, and in describing their images of what Mammoth should become. These interviews brought out insights developed over the years by individuals with intimate, continuing contact with the problems of Mammoth. From the interviews, a number of issues emerged. Among those considered most important were: Man-made vs. natural environments; undesirable features of the built environment; the problem of an urban versus a rural feeling, or town atmosphere; the inadequacy of services; uncontrolled growth and planning; snow removal; traffic; and local control.

Using the interview results to pinpoint key problem areas, a questionnaire survey was formulated and widely distributed in the community. Response to the questionnaire was overwhelming, and of the 550 copies distributed, 235 were filled out and returned. This is more than double the normal rate of return for questionnaire surveys, and is another indicator of the widespread interest in planning for the future of Mammoth. There was a deliberate effort to reach the widest possible cross-section of the community. The tables below show the composition of the samples (groups of respondents) for interviews and questionnaires.

selected comments

Anybody who has been to Aspen knows how a small town can be enormously successful without compromising its atmosphere.

Los Angeles Visitor

The biggest problem here is the apathy of local residents.

Self-employed Resident

People from L.A. are glued to their cars, and want to drive everywhere. They will keep coming and the problem will get worse.

Local Businessman

I would say that when you look at the relatively few "hard-core" residents, very few have the time and are willing to do anything for the community. Most are too busy eight days a week trying to make a living.

Mammoth Resident

Another thing is that things are happening so fast with "out of town money" coming in here and not really having an interest in the community or in a long term business association. They are in and out in a few years.

Local Developer

I feel Mammoth should stop and look at itself before exploding into another whistle stop for all the people from L.A.

Local Waiter

We desperately need to control our zoning and planning.

Local Craftsman

I would like to see a unique, unplastic ski resort developed that could provide facilities and entertainment for all classes of people...

Los Angeles Skier

who was asked?

individuals interviewed

SAMPLE SUBGROUP	SAMPLE SIZE
Developer-Realtors:	9
Retail/Service Business Owner/Manager:	18
Motel/Lodge Owner/Manager:	12
Building Contractors & Tradesmen:	9
County Officials	11
Other (public & quasi-public) Officials:	12
Professionals	4
Condominium Managers	4
Unemployed Youths	3
Recreation/Service Employees (+other)	10
Housewives	8
Weekend Visitors	5
Second Home Owners	12
Other	5
TOTAL (Approx.)	122

questionnaire respondents

SAMPLE SUBGROUP	SAMPLE SIZE	AVERAGE AGE	YEARS RESIDENT IN MAMMOTH
Winter Visitors	41	32.6	5.2*
Second Home Owners	66	41.2	12.7*
Residents			
Construction Workers	8	37.2	5.9
Housewives	14	35.8	7.9
Local Employees	49	28.6	5.7
Motel/Lodge Mgrs.	5	42.8	3.8
Real Estate	9	38.2	2.9
Retail Business Mgrs.	21	31.2	3.4
Retirees	7	66.4	12.1
Youth	15	20.8	3.4
TOTAL	235		

*Average number of years visiting Mammoth Lakes on a regular basis.

The questionnaire posed questions about preferences and dislikes, asked for responses to 39 "scaled" questions, and asked a number of open-ended questions.

In order to sample community attitudes toward present conditions, respondents were asked the question: "What do you like best about Mammoth?" and asked to list three items. Another question asked, "What do you like least about Mammoth?" Responses of ten community subgroups are shown in the tables below, along with the percentage of respondents in each subgroup who mentioned each item.

preferences

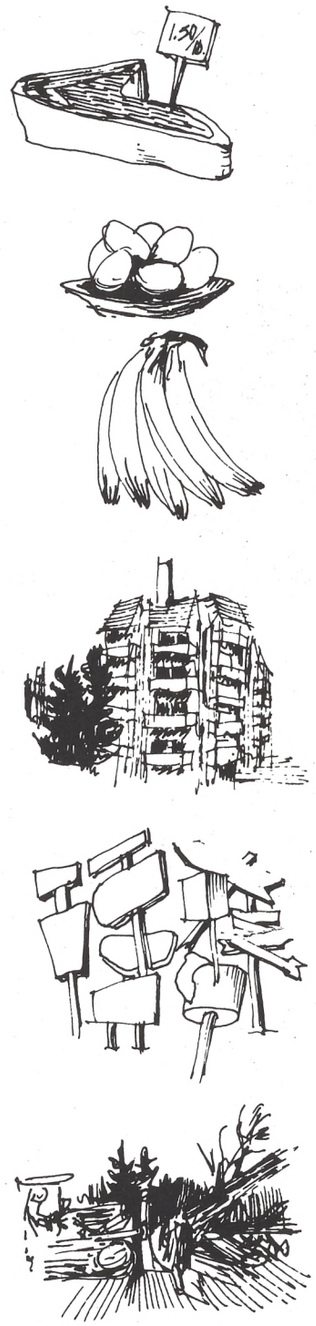
"what do you like best about mammoth lakes?"

Winter Visitor	Second Home Owner	Const. Worker	Local Employee	Motel/Lodge Owner/Mgr.	Developer/ Real Estate	Retiree	Youth	Housewife	Retail Bus. Owner/Mgr.
Ski Facil. 100%	Ski Facilities 56%		Ski Facil. 24%				Ski Fac. 40%		
Scenic Beauty 29%	**Scenic Beauty 58%**	**Scenic Beauty 62%**	**Scenic Beauty 88%**	Scenic Beauty 40%	Scenic Beauty 56%	Scenic Beauty 43%	**Scenic Beauty 67%**	**Scenic Beauty 71%**	**Scenic Beauty 67%**
Small Town Atmos. 17%	Small Town Atmosphere 35%	Small Town Atmos. 50%	Small Town Atmos. 57%	**Small Town Atmosphere 60%**	**Small Town Atmosphere 67%**	Small Town Atmos. 67%	Small Town Atmos. 13%	Small Town Atmos. 21%	Small Town Atmosphere
Weather 12%						Weather 29%			Weather 33%
	Air Qual. 27%	Air Q. 38%	Air Qual. 24%		Air Qual. 56%	**Air Q. 86%**	Air Q. 47%	Air Q. 64%	Air Quality
		Recrea. Variety 50%						Recrea. Variety	

dislikes

"what do you like least about mammoth lakes?"

Winter Visitor	Second Home Owner	Const. Worker	Local Employee	Motel/Lodge Owner/Mgr.	Developer/ Real Estate	Retiree	Youth	Housewife	Retail Bus. Owner/Mgr.
Crowds 68%	Crowds 35%		Crowds 24%				**Crowds 33%**	Crowds 14%	
Price Levels 27%			**Price Levels 33%**		Price Levels 11%		Price Levels 27%		Price Levels 29%
Parking 17%	Parking 11%							Parking 14%	
	Uncont. Growth 40%	**Uncont. Growth 49%**	Uncont. Growth 28%	**Uncont. Growth 100%**	**Uncont. Growth 33%**	**Uncont. Growth 29%**		Uncont. Growth 28%	**Uncontr. Growth 32%**
	Village Traffic 20%	Village Traffic 25%			Village Traffic 11%	Village Traffic 14%	Vill. Traf. 13%	**Village Traffic 50%**	Village Traffic 13%
Resident Attitude 15%	Residents Attitudes 11%		Resident Attitude 24%		Residents Attitudes 11%	Res. Att. 14%	Res. Att. 13%		Residents' Attitudes 24%
				Local Control 20%					
			Condo-miniums 18%			Condo-miniums 14%			



major concerns

All subgroups agree that scenic beauty is a major positive factor. This is reinforced by the strong value attached to air quality and the weather by many. A strong general feeling emerges that something which could be called "small town atmosphere" or "village atmosphere" is highly desirable.

Ski facilities got a high rating from winter visitors and second home owners, but both groups were dissatisfied with the "crowds." With the exception of winter visitors and the younger residents of Mammoth, all subgroups expressed concern over the rapid growth of Mammoth and the lack of sufficient advance planning and/or controls. Most subgroups are dissatisified with village traffic congestion, especially during heavy snow periods. Finally, it is important to note that most subgroups express displeasure with the attitudes and behavior of some of the other residents or users of Mammoth.

tomorrow

Respondents were asked to rate 39 items according to their own future preferences. Of these, they were asked to identify the three that were most important, regardless of whether they wanted to see much more, or much less, of the items in question. Twenty-one items emerged as important concerns for the future, and they are listed in the table below, in descending order of frequency of mention.

important future issues

(Includes items rated both GOOD and BAD.)

"Of the 39 items (scaled question), which are most important to you?"

Scenic Beauty
High Rise Buildings
Use of Wilderness Area
Small Town Atmosphere
Pedestrian-Oriented Village
Quality of Schools
Density of Buildings
Condominiums
Number of Skiers
Water Quality
Ski Slopes
Ski Lifts
Medical Care
Employment Stability
Wage Levels
Snow Removal
Permanent Population
Teen Activity
Variety of Goods and Services
Outdoor Signs
Family Atmosphere

growth vs. no growth

An important problem, and one that seems to pervade all the other issues, is the question of growth vs. no growth. To try to assess community feeling about this sensitive issue, we asked the question: Do you want the population of Mammoth to increase? Here is what the community said:

"do you want the population of mammoth lakes to increase ?"

	Winter Visitors	2nd Home Owners	Construction Workers	House-wives	Local Employees	Motel Owners	Retail Bus. Owners	Retirees	Youth	Real Estate
INCREASE	24%	36%	75%	36%	27%	60%	33%	57%	13%	100%
NO INCREASE	64%	58%	25%	57%	69%	40%	47%	29%	67%	0%
NO OPINION	12%	6%	0%	7%	4%	0%	20%	14%	20%	0%

Only one group was unanimous, all the others had mixed feelings. In all, six of the ten groups responding favored no growth.

density or dispersion?

To get at the other half of the problem, we asked people to tell us, in the event there was population growth: How should the additional growth be accommodated? This question was meant to address the problem of whether to concentrate growth or to spread it out.

"how should the additional growth be accomodated ?"

	Winter Visitors	2nd Home Owners	Construction Workers	House-wives	Local Employees	Motel Owners	Retail Bus. Owners	Retirees	Youth	Real Estate
DEVELOP ADDITIONAL LAND	32%	23%	25%	36%	25%	40%	14%	29%	13%	45%
INCREASE DENSITY	7%	20%	38%	29%	14%	20%	33%	14%	13%	33%
NO OPINION	61%	58%	38%	36%	69%	40%	53%	57%	74%	22%

Clearly this was a difficult question, as attested by the large numbers who had no opinion. The UCLA Study Group interprets this ambiguity to be in large part due to the fact that the implications of either increased density, or spread development, have not been fully explored in any previous study. Neither has the issue had a full airing in the community. Ultimately, however, if there is to be growth, a decision must be made between the two approaches. Each one has severe costs, along with benefits, which will be compared in the following section on Alternative Futures.

key issues

As a result of the survey of community attitudes and expert input resulting from other analyses, eleven key issues for the future of Mammoth Lakes have been identified. These key issues cover all the major community concerns and form the basis for the future impact analysis which appears in Part II of this report.

	what are they?	what is their importance?
1. atmosphere of the town	Atmosphere of the Town includes the problem of a "small town" vs. a "city" image, including visual quality of buildings, signs, and other elements of the environment, pedestrian vs. auto orientation, the presence or absence of distinct "districts," and the problem of legibility of the town (can you find your way around?)	Mammoth Lakes depends in no small measure upon its attractiveness to visitors for its survival. Thus the visual quality or "feeling" of the town is very important. Both residents and visitors come to Mammoth with a heightened awareness of the environment, and certain strong expectations for both the natural and the built town environment. The kind of poor quality surroundings that people accept in Los Angeles are totally unacceptable to the same people in Mammoth Lakes. Aspects of the Mammoth Lakes town which suggest "city" or "city problems" are almost universally disliked, as was shown by the community attitude survey.
2. deterioration of the natural environment	Deterioration of the Natural Environment includes both the loss of natural environment, such as when land for a building site or roadway is cleared, and the deterioration of the natural environment, such as by stream pollution, or the destruction of vegetation by off-road vehicles.	Mammoth Lakes is situated in the middle of one of the Nation's most spectacular natural environments. "Scenic beauty" is a high priority for every subgroup sampled in the Community Attitude Survey. Preservation of the environment has not only a high emotional value attached to it, but its continued high quality is virtually the sole basis for the economic survival of the town.
3. variety and quality of recreational opportunities	Variety and Quality of Recreational Opportunities involves both the diversity of opportunities for both indoor and outdoor recreation and their quality as perceived by the user.	Recreation is the basis of the Mammoth Lakes economy. The Community Attitude Survey shows a concern which goes beyond the quantity of recreation and indicates that the importance of a variety of types of recreation and the quality of the experience are crucial. The total number of users doing the same thing at the same time, and incompatible uses (e.g. snowmobiles and nordic skiers) are important to the perceived quality of the recreation.
4. variety of goods and services	Variety of Goods and Services includes all retail goods and services provided by the private sector, and the important problem of housing for low and moderate income groups.	The variety of locally-available goods and services is important due to Mammoth's relative isolation. The number of different businesses and pricing of products and services are influenced directly by the population of the town and surrounding areas. For low and moderate income groups, pricing and availability of housing continues to be a serious problem and is included as part of this issue.
5. transportation	Transportation includes considerations of autos, roads, parking, traffic congestion, possible public transit options, and local and long-distance access to Mammoth.	While the automobile brings the visitor to Mammoth, it has created enormous problems: traffic jams, parking, snow removal, etc. The problem of what to do with the automobile, and how to get people around in town demands solution and will be a key planning decision.

6. snow removal

Snow Removal reviews the dimensions and costs of snow removal under each alternative future. Varying solutions to the problem are explored and costs estimated.

Snow removal is presently the biggest public service cost in Mammoth. It is also one of the biggest headaches. In the past, heavy weekend traffic, combined with a heavy snowfall, have created near chaos. This is considered by many to be one of Mammoth's most serious problems.

7. distribution of governmental control

Distribution of Governmental Control covers the location of controls (county, local), planning and land use controls, and building regulation.

The distribution of governmental control is a key element that must be dealt with if a community wishes to have any influence on its own future. In the past, most land use and other planning decisions for Mammoth have not been made in Mammoth. The question of local vs. non-local decision-making is extremely important.

8. water supply

Water Supply addresses the problem of obtaining, storing, and distributing adequate water resources.

Without adequate water supply, the community obviously cannot function. The combination of supply and storage factors is a critical limit on growth, and as such must be carefully considered.

9. ups and downs: the peak loading problem

Ups and Downs: The Peak Loading Problem takes in the effects of seasonality and weekend peaks on the economy, particularly on businesses of varying size and type, and on the provision of public services.

Mammoth Lakes' population is characterized by extreme ups and downs, both seasonal and weekly. The peak loading problem puts stress on every aspect of the environment, from the economy to transportation to public services to recreation, and the people themselves. Congestion, overloading, and breakdowns of all types stem from these ups and downs. There is unanimity that this problem must be dealt with.

10. long term stability/ instability

Long Term Stability/Instability is concerned with avoiding sudden unanticipated shifts in the Mammoth economy. Included are the impact of Mineral King, instability in the construction industry, and land prices.

Partly because of its economic dependence on only one industry, maintaining long-term stability is a potentially serious problem. Events outside Mammoth, such as the development of Mineral King and local conditions such as an "overheated" construction industry and land supply, pricing, and speculation, can all contribute to long-term instability, bringing serious economic, social, and environmental effects.

11. alternative economic and cultural opportunities

Alternative Economic and Cultural Opportunities reviews a number of possible approaches to diversifying and enhancing the economic and cultural assets of Mammoth Lakes.

Many community members have expressed concern with the excessive economic dependence on only one industry, and would like to explore ways for diversifying the local economy. Similarly, many feel a need to enhance and diversify the range of cultural activities available in Mammoth.

part II:

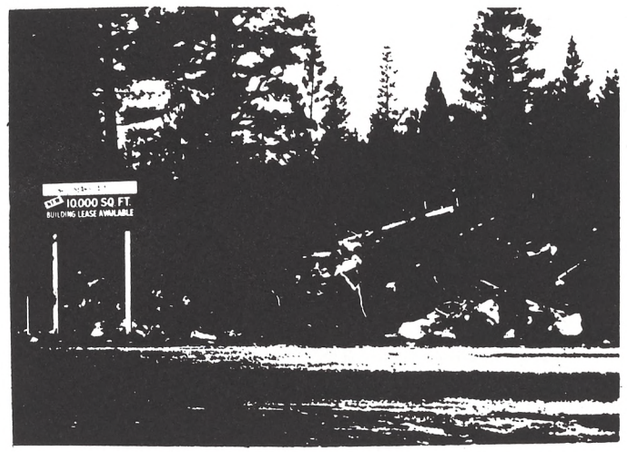
what options lie ahead ?

Part II presents a series of five "alternative environmental futures" for Mammoth Lakes, identified by the UCLA Study Group. Each "future" is described and is accompanied by a list of major desirable and undesirable impacts that could be expected to accompany it.

A major section of Part II is devoted to a discussion of Implementation and Local Control. This recommends changes in the local planning process and offers several alternative mechanisms which could be used. In addition, this section discusses a number of key decisions and other items requiring early action on the part of the Mammoth Lakes community.

what if present trends continue?

The easiest planning alternative, of course, is for the community to do nothing, or continue with a "laissez-faire" and "wait and see" attitude. It is essential for the Mammoth Lakes community to face at this time the probable consequences of such inaction:



- A very high rate of growth would continue in the short-range future.

- If the decision is made to fully develop Mineral King, Mammoth Lakes will be overbuilt, in terms of its potential market, within one year. This will not become apparent until Mineral King is in operation (perhaps 1978-1980), at which time a serious economic decline could be expected in Mammoth, with widespread foreclosures, unsold units, and a significant downward adjustment in property values. Similarly, many business establishments would find themselves with excess capacity.

- Using the number of existing residential units as of January, 1972, as a base (3,517 units), if Mineral King is developed fully, Mammoth would need only an additional 700 units to accommodate its estimated 1985 population. At the present rate of development, that number will be exceeded during the 1972 season.

- If the decision is made not to develop Mineral King, Mammoth will grow to a peak population of about 35,500 by 1985. At the present rate of construction, all residences needed to accommodate that population will be built in about five years and, of that, condominium demand will be satisfied in about two years (if they retain their historic share of the residential market).

- The present water supply and sewage system will be inadequate in about two to four years.

- If the town grew to 35,500 population, there would be about three times as many cars there on a peak winter weekend as there were in 1972.

- Conflicts between traffic, parking, and snow removal would become extremely serious, causing periodic total breakdowns of transportation and public service.

- At the 35,500 population level, it would take about six to eight hours to move peak weekend skiers to the lifts, over the existing road system, by auto.

- Haphazard patterns of land use will continue, and a continued deterioration of the visual quality of the community could be expected. Mammoth would almost certainly leave negative visual impressions in the minds of both visitors and residents, substantially reducing its desirability in relation to that of competing resort areas.

- Substantial degradation of the surrounding natural environment could be expected.

- Local participation in or control of the planning process would not be achieved.

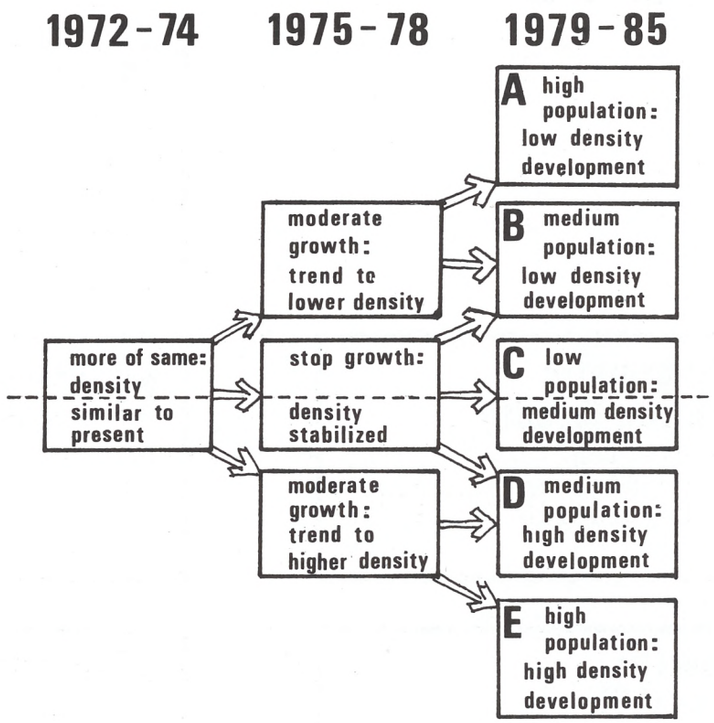
defining the alternative futures

It is very doubtful that either the community, Mono County, or the Forest Service would allow the kind of "do-nothing" future just described. A more reasonable supposition would be that a serious planning effort will occur.* What are the planning options? As a result of the analysis presented in Part I of this report, the UCLA Study Group has defined five possible "Alternative Futures" for Mammoth Lakes. There are obviously thousands of possibilities, but in order for them to be useful, there is a need to limit them to a small number which is manageable and can be easily kept in mind. Hence, the number five was considered maximum. The five futures range from the smallest feasible population growth to the largest, and from the most dense feasible development to the least dense. Each one of the futures represents a point somewhere in that spectrum and, in that sense, had to be somewhat arbritrarily selected. Other combinations can be imagined, merely by "interpolating" between futures.

The UCLA Study Group envisions three time frames: the short-range, or roughly 1972-1974; the medium range, or roughly 1975-1978; and the long range, 1979-1985. A time frame beyond this point has not been considered, as it appears too far in the future for any reasonable forecasting.

As one moves from the present to the future, the number of possibilities, or options, increases. An analogy might help to illustrate the point: If one is hiking in the wilderness, the number of places one can go in the first day is limited to a relatively few along the trails within 10 or 15 miles from where one started. Yet in a week of hiking, there are literally hundreds of places that could be reached.

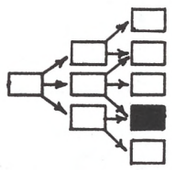
*Evidenced by the fact that the community-sponsored UCLA project and the Mono County-Forest Service sponsored "Monoplan" have both been initiated in 1972.


1972-74
1975-78
1979-85
more of same: density similar to present
moderate growth: trend to lower density
stop growth: density stabilized
moderate growth: trend to higher density
A high population: low density development
B medium population: low density development
C low population: medium density development
D medium population: high density development
E high population: high density development

The same applies to the Alternative Futures for Mammoth. Due to present circumstances and normal inertia, the options for the short-range future are limited. But the further ahead in time one projects, the more options become available. The chart to the left represents the Alternative Futures for Mammoth and provides a useful framework for thinking about them. It is hoped that the reader will keep this chart in mind as he proceeds through this report.

Moving from left to right are the short, medium, and long-range time frames. There is only one short-range future, but five long-range futures. Getting from the former to one of the five long-range options requires taking a series of correct decisions and actions starting immediately.

If one imagines a horizontal dotted line through the middle of the chart, the top and bottom are a mirror image of each other in terms of population numbers only. For example, Futures B and D have the same resident population. However, as one moves above the dotted line, the density of development decreases; as one moves below the dotted line, density increases. Hence, Future A calls for "High Population: Low Density Development," while Future E calls for "High Population: High Density Development." A summary version of the Alternative Futures is presented on the next page in chart format, followed by a narrative or "scenario" description of each of the five futures and summary impact estimates.



The small version of this same chart which appears at the left appears frequently as a "key" in following sections of this report. The blackened square indicates which of the five futures is being discussed (A, B, C, D, or E). For example, this particular key indicates Future D.

alternative futures for mammoth lakes

1972·74

1975·78

1979·85

more of same:
density similar to present

Resident Population	1,970
Peak Winter Population	16,000
Peak Summer Population	14,500
Ski Capacity	10,000

moderate growth:
trend to lower density

Resident Population	2,300
Peak Winter Population	19,500
Peak Summer Population	16,500
Ski Capacity	13,000

stop growth:
density stabilized

Resident Population	2,100
Peak Winter Population	17,000
Peak Summer Population	15,500
Ski Capacity	10,500

moderate growth:
trend to higher density

Resident Population	2,300
Peak Winter Population	19,500
Peak Summer Population	16,500
Ski Capacity	13,000

A high population:
low density development

Resident Population	4,400
Peak Winter Population	35,500
Peak Summer Population	22,000
Ski Capacity	24,000

B medium population:
low density development

Resident Population	2,900
Peak Winter Population	23,500
Peak Summer Population	19,500
Ski Capacity	16,000

C low population:
medium density development

Resident Population	2,250
Peak Winter Population	18,900
Peak Summer Population	18,000
Ski Capacity	11,000

D medium population:
high density development

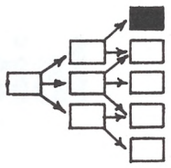
Resident Population	2,900
Peak Winter Population	23,500
Peak Summer Population	19,500
Ski Capacity	16,000

E high population:
high density development

Resident Population	4,400
Peak Winter Population	35,500
Peak Summer Population	22,000
Ski Capacity	24,000

high growth alternatives: A and E

future A



Alternative Future A is characterized by the highest estimated feasible population and a very low density of development. Future A has a resident population of 4,400 and a peak population of 35,500. The general thrust of Future A is to try to achieve the most dispersed, least urban-looking community, consistent with a very high population. By reducing development densities considerably below their present levels, an effort is made to retain substantial percentages of trees and other native vegetation and the feeling of "open space" within the developed area of the town. Future A seeks to minimize

Future A Population:	
Resident Population	4,400
Peak Winter Population	35,500
Peak Summer Population	22,000
Ski Capacity	24,000

town

the "built-up" look by leaving more space between buildings than is presently the case, and by substantially eliminating the need for tall and large looking buildings. By dispersion, Future A also attempts to provide buffer zones between individual developments and differing land uses, for the purpose of minimizing conflicts and increasing privacy.

ski facilities

The uphill carrying capacity of ski lifts would be increased to 24,000 from its present level of about 10,000. This would be done by an expansion of Mammoth Mountain facilities and some development at Sherwin Bowl.

land use

To accommodate the growth involved in Future A, approximately 600 acres of land now in public ownership would be added to the town. The most suitable land for this lies generally between the present townsite and Highway 395. While a number of development configurations is possible, the one suggested in the sketch at the right offers the advantage of having "fingers" of green space separating the developed areas. Under this situation, several hundred acres of undeveloped land now privately held in the town area would be in excess of the development needs of the community. A considerable portion of this would be suitable for trading into public ownership in a value-for-value exchange for lands in the new development area east of town. Other parcels would be suitable for a bonded purchase or lease by local government as part of a green space program similar to that successfully implemented in Aspen, Colorado.

transportation

In Future A, the automobile would be the dominant mode of transportation, and commercial development would likely be of the "highway commercial" type now prevalent, with on-site parking.

One might ask why Future A proposes development outside the present town boundaries instead of in undeveloped areas in town which are now in private ownership. There are a number of reasons for this: first, in order to achieve the "low density feeling" desired in Future A, the preservation of large open spaces within the town area is necessary; second, the value and desirability of existing development in the town would be enhanced by the preservation of these large green areas between them; third, many developers feel that the larger planned unit type of development offers many advantages, particularly because undesirable adjoining land uses which often occur on small in-town sites can be prevented. Careful development in the area east of town and west of Highway 395 offers the opportunity for carefully planned development surrounded by substantial buffers of natural environment, which can enhance the overall value of a project; finally, this concept would not be inconsistent with the policy of land trades pursued by the Forest Service in the past, since all land brought into public ownership would be contiguous to present Forest Service land.

Dispersed as it is, Future A requires a much lesser degree of coordination and "public control" than do the more densely-developed alternatives. It is likely to reinforce a more informal, family-oriented lifestyle than the more dense options.

major desirable impacts of A

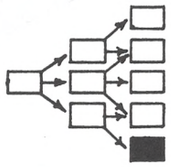
Note: When comparisons, such as "more than now," "an increase in...," "there will be less," are made, these refer to comparison of the Alternative Future with the present (existing (1972) situation in Mammoth Lakes.

- There would be an OPEN, SPREAD-OUT feeling to the town.
- Opportunities for winter sports would be much INCREASED.
- An INCREASE in variety of summer recreation activities such as golf, swimming and tennis is probable.
- An INCREASE in number and diversity of available night life activities for adults and teenagers is probable.
- An INCREASE in the variety of goods and services available, along with a DECREASE in cost, could be expected.
- A potential convention/meeting/cultural center would be FEASIBLE and economically DESIRABLE.

major undesirable or controversial impacts of A

- A "pedestrian environment" could NOT be achieved.
- It is very DOUBTFUL that a "small town atmosphere" could be achieved.
- The town would have a "SUBURBAN" quality to it.
- There would be SERIOUS DAMAGE to trees and land beyond the present townsite.
- Substantial EROSION DAMAGE is probable.
- The most serious DAMAGE TO WILDLIFE would occur in this future.
- Substantial OVERCROWDING could be expected for some summer recreation activities.
- The LACK OF LOW-COST HOUSING would be a critical problem, with no Federal assistance in sight.
- A comprehensive bus or minibus public transit system would be UNFEASIBLE.
- The AUTO would remain the dominant form of transportation.
- Large-scale UPGRADING OF ROADS would be required.
- Construction of PARKING FACILITIES, costing from $1.65 million for surface parking to $22 million for underground structures would be required (not including land cost).
- Annual snow removal costs are estimated to be $123,000, or $28 per permanent resident, HIGHEST OF ANY of the futures.
- CONFLICTS between traffic, parking, and snow removal equipment would become critical.
- Long-term stability is highly uncertain if Mineral King were developed and Mammoth had grown to the A level of development; a severe ECONOMIC SLUMP would occur.
- Future A cannot be achieved without USFS POLICY SUPPORT.
- Obtaining adequate water supply would be a CRITICAL problem.
- Extremely SEVERE seasonal economic fluctuations would be probable.
- Extreme seasonal CROWDING and CONGESTION at all facilities is likely.

future E



Alternative E, like A, incorporates the highest possible projected population level for 1985, with a resident population of 4,400 and a peak population of 35,500. Future E takes a very different approach from A, however, with regard to density. Future E seeks to accommodate the population growth in the most compact, concentrated configuration and concentrates new development well within the existing town boundaries. Future E will not require any increases in zoned densities but will bring about an "infill" of building on presently open land. Even in this case, roughly 550 acres of presently undeveloped land within the present town boundaries would not be needed for development. A substantial portion of this land could be considered for public acquisition either by trades for lands outside the Mammoth area, by bonded purchase or lease. Future E would have a rather dense "urban" feeling, with many buildings visible from any point in town. However, with strict architectural and sign controls the town could achieve an attractive visual appearance, as have many European hill towns and ski resorts which are built to similar densities as those envisioned in Future E.

Future E Population:	
Resident Population	4,400
Peak Winter Population	35,500
Peak Summer Population	22,000
Ski Capacity	24,000

land use

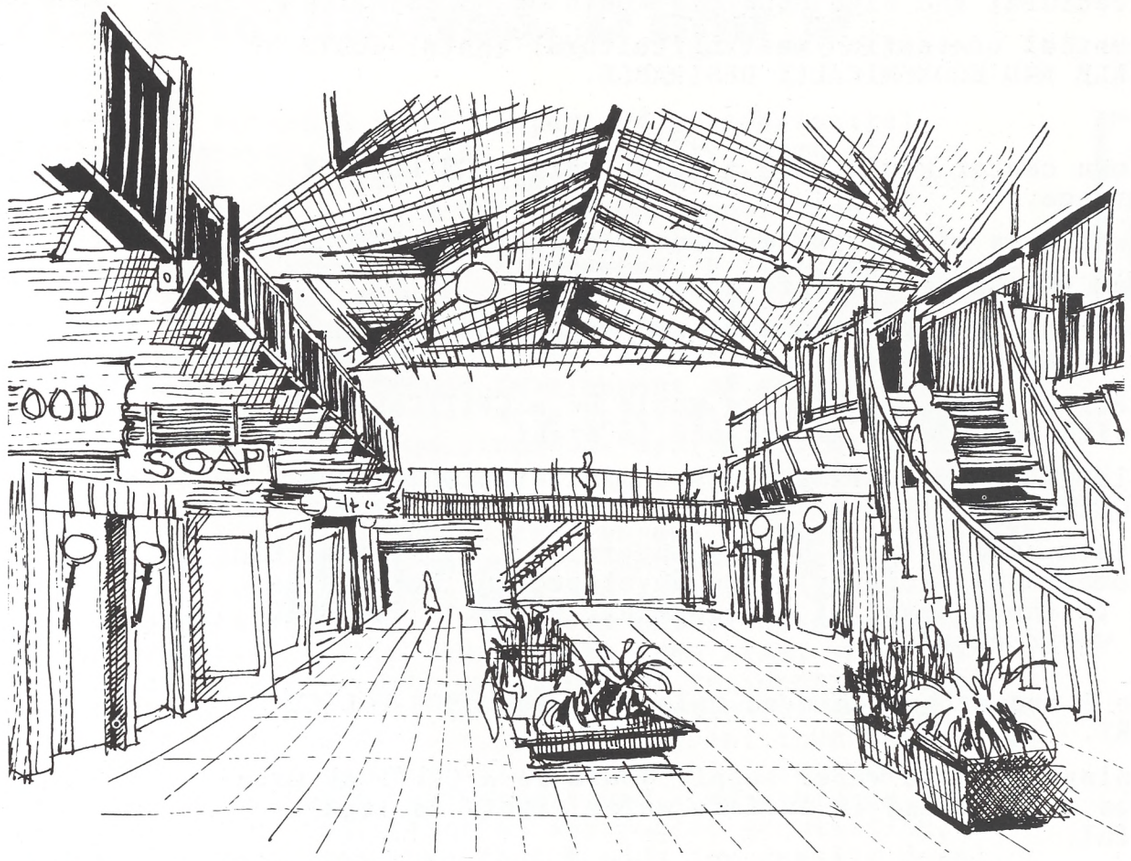
town

The natural environment surrounding the town would be preserved in its present state and some views of it would be possible between buildings, but there would be a substantial loss of trees and other natural features within the town. In Future E there would be major centers of commercial activity, with a strong pedestrian orientation. An efficient minibus or comparable transit system would operate in the town, with larger shuttle buses and gondolas transporting skiers to the slopes. Automobiles would be completely banned in the town and ski areas during peak use periods, with fringe parking outside the town. There would be strongly enforced controls on land use to minimize conflicts, with architectural and sign controls bringing about a major change in the appearance of the town.

transportation

ski facilities

Uphill carrying capacity of the ski lifts would be increased to 24,000 by a combination of Mammoth Mountain and Sherwin Bowl development. Summer recreation use would rise only moderately beyond its present level, with the result that winter activity in the area would far exceed summer activity.



major **desirable** impacts of E

- A strong PEDESTRIAN ORIENTATION could be achieved in the town center.
- A coordinated, aesthetically desirable signing system would be FEASIBLE.
- The town layout would be clear; it would be EASY to find your way around.
- Damage to land and trees OUTSIDE the compact townsite would be MINIMIZED.
- Opportunities for winter sports would be much INCREASED.
- An INCREASE in the variety of summer recreation activities such as golf and tennis is probable.
- An INCREASE in the number and diversity of available night life activities for adults and teenagers is probable.
- An increase in the variety of goods and services available could be expected, along with a decrease in cost.
- A comprehensive minibus public transit system would be both FEASIBLE and a NECESSITY.
- Autos would be BANNED from the town center during peak periods.
- Snow removal costs are estimated at $20 per permanent resident, the LOWEST PER-RESIDENT COST of any of the futures.

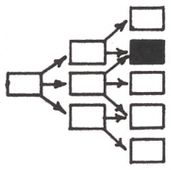
- Architectural and sign controls would be NECESSARY.
- A potential convention/meeting/cultural center would be FEASIBLE AND ECONOMICALLY DESIRABLE.

major undesirable or controversial impacts of E

- The town center would have a relatively HIGH DENSITY appearance.
- In-town views of natural environment would be REDUCED.
- Serious DAMAGE to wildlife would occur.
- Substantial OVERCROWDING would be expected for some summer recreation activities.
- The lack of low-cost housing would be a CRITICAL problem, with no Federal Assistance in sight.
- Very large fringe parking lots and/or structures would be REQUIRED.
- Long term stability is highly uncertain. If Mineral King (or comparable facility) were developed and Mammoth had grown to the E level of development, a severe ECONOMIC SLUMP would occur.
- Future E cannot be achieved unless it has USFS POLICY SUPPORT.
- Obtaining adequate water supply would be a CRITICAL problem, as an increase in surface water rights is legally doubtful.
- Extremely severe seasonal ECONOMIC FLUCTUATIONS would be probable.
- Extreme seasonal CROWDING and CONGESTION at all facilities is likely.

moderate growth alternatives: B and D

future B



town

Alternative Future B is characterized by substantial population growth, but falls considerably short of that envisioned in Future A. Future B anticipates a resident population of 2,900 and a peak weekend population of 23,500. At this level, it is the "medium" population growth option. Like Future A, however, B tries to accomodate its population growth in such a way as to achieve the most dispersed, least urban-looking community. As in A, development densities would be reduced well below the present levels, with future development of single family residences at two units per acre (presently the average is four per acre) and condominiums and apartments at an average density of five to ten units per acre (present condominium densities range from eight to 36 units per acre, with the majority in the 14-20 units/acre range). Future B attempts to preserve substantial amounts of native trees and other vegetation within the town area and to retain large open spaces between buildings. Future B envisions development at low densities within the present town area, which is sufficient to accommodate all types of residential development at low densities, with the exception of approximately 130 acres needed outside the present town boundaries for single family residential development. In excess of 100 acres of multiple residence zoned land would be left over in town for consideration for public acquisition. Future B differs from A in that B adds low density development contiguous to existing development, whereas A leaves large undeveloped spaces between developed areas. The additional 130 acres or so to be developed outside the present town boundaries would occur in the area between the present town and U.S. 395.

Future B Population:	
Resident Population	2,900
Peak Winter Population	23,500
Peak Summer Population	19,500
Ski Capacity	16,000

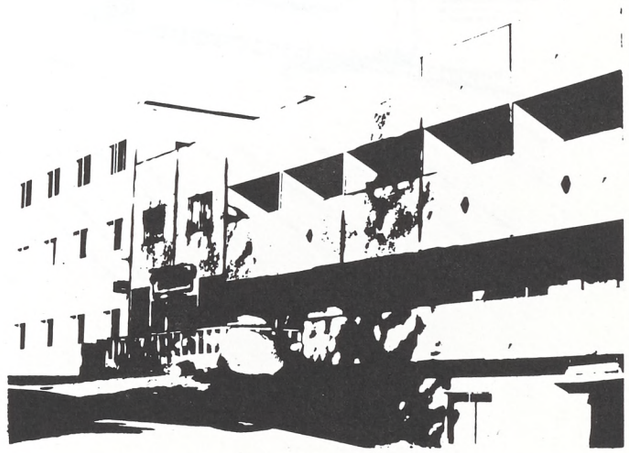
land use

transportation

Dispersed as it is, Future B would be dominated by the automobile, with the opportunity for a very limited "starter" minibus system serving ski lifts and a few key centers. Commercial development would continue to be oriented to the automobile and would likely continue to be scattered as has been the pattern in the past.

ski facilities

In Future B, development of Mammoth Mountain ski facilities would increase uphill carrying capacity from the present level of about 10,000 to 16,000. While this substantial increase in winter recreation would occur, the rise in summer recreation activity would be more modest.



MOTEL
WATER
BEDS
TV
VACANCY
PAINT
FOOD MART
PARK
MOBIL
MONO BANK
BOUTIQUE
BOUTIQUE

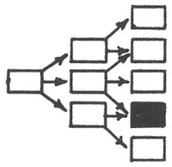
major desirable impacts of B

- Within the town area, substantial OPEN SPACE VIEWS would be preserved.
- There is potential for an INCREASE in the variety of summer recreation opportunities.
- A moderate INCREASE in the variety of winter sports would occur.
- If Mineral King is developed, the crowding in winter recreation at Mammoth would be reduced.
- The variety of night life activities would INCREASE.
- A limited-scale public transit system using minibuses would be FEASIBLE.
- Some type of convention/meeting/cultural center may be FEASIBLE, to promote economic STABILITY.

major undesirable or controversial impacts of B

- Large, auto-oriented signs would DETRACT from the visual quality of the town.
- There would be a SERIOUS SHORTAGE of low-income housing.
- The auto would still be the DOMINANT transportation mode, resulting in fairly severe CONGESTION.
- If Mineral King were FULLY developed and Mammoth had grown to the B level of development, Mammoth would be OVERBUILT for its market, and economic difficulties would follow.
- Future B cannot be achieved unless it has USFS POLICY SUPPORT.
- It would be DIFFICULT to obtain adequate water supply without providing reservoir storage, as an increase in surface water rights is legally DOUBTFUL.
- A substantial SLOWDOWN in the construction industry could be expected in two to four years.

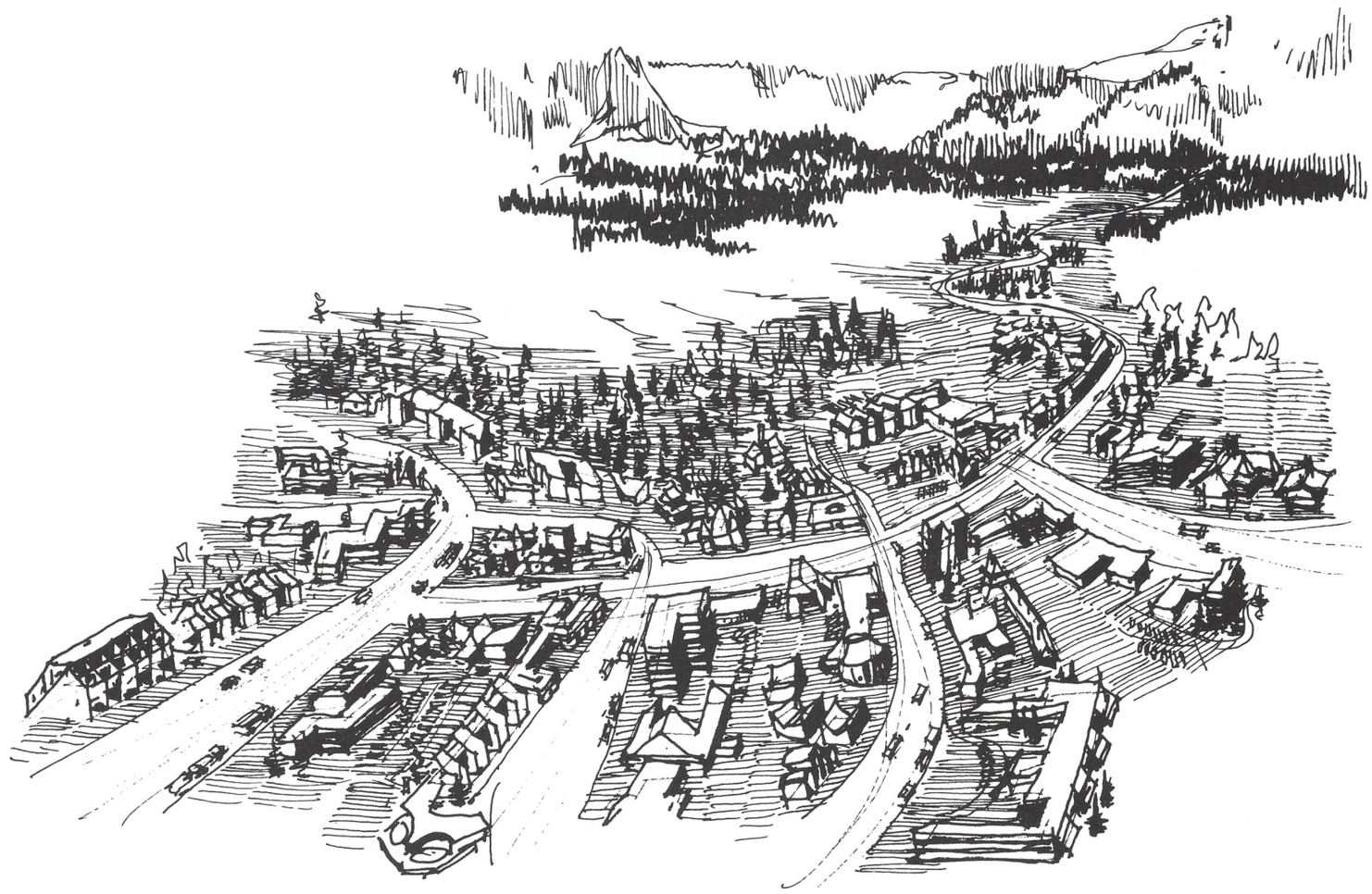
future D



land use

Alternative Future D involves a medium level of population growth, similar to that of Future B, with a resident population of 2,900 and a peak weekend population of 23,500. Future D attempts to accommodate its population growth in the smallest feasible land area in order to retain the maximum amount of surrounding green areas in their natural state. Future D will not result in any overall increases over existing zoned densities, but would involve zoning changes to rearrange some land uses and would, like Future E, involve substantial infilling in the present town area. In spite of this, approximately 350 acres of presently private land in the town would not be needed for development, in addition to some 760 lots already subdivided which would probably not be built upon. The excess of unsubdivided land would present opportunities for public action to preserve selected areas of green space around and between developed areas.

Future D Population:	
Resident Population	2,900
Peak Winter Population	23,500
Peak Summer Population	19,500
Ski Capacity	16,000



town

Future D would have a compact, rather "urban" feeling and appearance to it. The opportunity exists for development of strong architectural and sign controls and a strong architectural theme, which would enhance pedestrian-oriented clusters of commercial activities. Due to their concentration, these areas would offer a vibrant, sophisticated range of activities and atmosphere reminiscent of some of the older, well-established European ski villages. Because of its relatively high density, Future D would require a high degree of coordination of public and private decision making, including land use control, physical design, etc., in order to prevent serious incompatible interfaces.

transportation

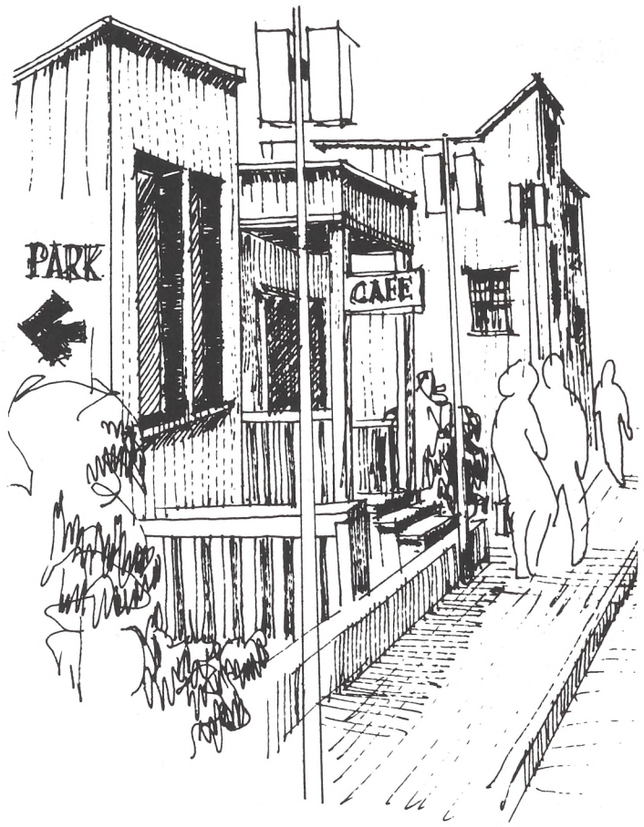
In Future D, the automobile would be excluded from the town centers during peak activity periods and a minibus transit system would serve all parts of the town and ski lifts.

ski facilities

The uphill carrying capacity of Mammoth Mountain ski lifts would be increased from its present level of about 10,000 to 16,000.

major desirable impacts of D

- A strong PEDESTRIAN ORIENTATION could be achieved in the town area.
- A coordinated, aesthetically pleasing SIGNING system would be FEASIBLE.
- A moderate INCREASE in the variety of winter sports could occur.
- The variety of summer recreation opportunities could INCREASE.
- If Mineral King is developed, the crowding in recreation at Mammoth would be reduced.
- There would be an INCREASE in the variety of night life activities available to adults and teenagers.
- A bus/minibus public transit system would be FEASIBLE and NECESSARY.
- Autos would be BANNED from the town center during peak use periods.
- Strong architectural and sign controls would be NECESSARY.
- A convention/meeting/cultural center may be FEASIBLE, to promote economic STABILITY.

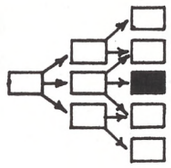


major undesirable or controversial impacts of D

- Relatively dense development in town would REDUCE views of the natural environment.
- There would be a SERIOUS SHORTAGE of low-income housing.
- If Mineral King were FULLY developed and Mammoth had grown to the D level of development, Mammoth would be OVERBUILT for its market and economic difficulties would follow.
- Future D cannot be achieved unless it has USFS POLICY SUPPORT.
- It would be DIFFICULT to obtain adequate water supply, without reservoir storage, as an increase in surface water rights is legally DOUBTFUL.
- A substantial SLOWDOWN in the construction industry could be expected in two to four years.

no growth alternative: C

future C



Alternative Future C envisions virtually "no growth" in population over the present levels. Resident population would increase to 2,250 from the present estimated (1972) resident population of approximately 1,950. Peak winter weekend population would increase from approximately 16,000 in 1972 to 18,900 in 1985.

Future C Population:	
Resident Population	2,250
Peak Winter Population	18,900
Peak Summer Population	18,000
Ski Capacity	11,000

Alternative Future C eliminates further population growth in Mammoth. There are two ways this could occur: First, if Mineral King is FULLY developed, Mammoth would not grow much beyond its present level; second, if Mineral King is not fully developed, deliberate restrictions on growth at Mammoth would be required to keep population at the C level. The small growth which is indicated would be the result of the inertia of the present rapid growth rate as it tapered off.

ski facilities

In Future C, ski facilities at Mammoth Mountain would be limited to a daily capacity of 11,000, only about 1,000 above the maximum capability at the present time. Future C involves a modest growth in summer recreational use and population over the present levels.

town

The town area would remain very much as it is today under the C Alternative. Very little additional construction would be required to satisfy both commercial and residential requirements. Commercial activity would level off and it is unlikely that new businesses would move into the area. It is doubtful that any substantial change in the appearance of the village could be accomplished and traffic-transportation-parking patterns would resemble the present situation.

land use

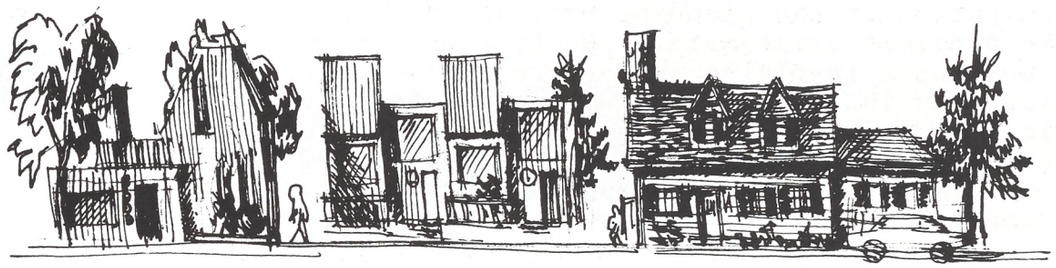
Since little construction would occur under C, only minor "infilling" of presently-developed areas could be anticipated. It is doubtful that there would be any significant development of land that is presently unsubdivided within the town area. As a result of this, the density of the town would be "medium" with large undeveloped areas remaining within the town boundaries.

transportation

While the auto would continue to dominate, there is a possibility that a limited bus system could operate in the town. However, commercial activity would remain auto-oriented as it is at the present time.

major desirable impacts of C

- Views of open space from the town can be PRESERVED.
- Future C would result in the LEAST DAMAGE to land and trees.
- Future C would result in the LEAST HARM to wildlife.
- A limited minibus public transit system would be FEASIBLE.
- The present water supply would be ADEQUATE.



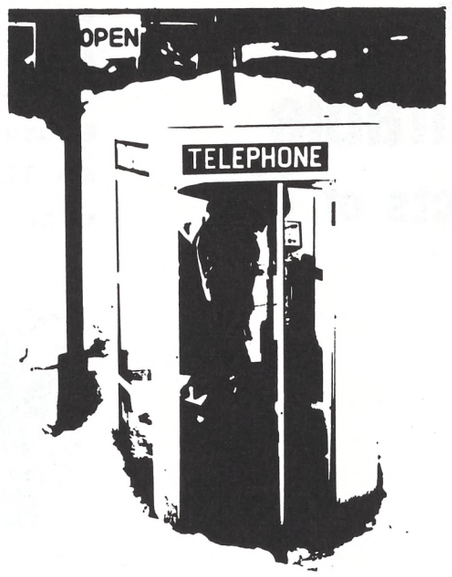
major undesirable or controversial impacts of C

- It would be DIFFICULT to modify or improve the present uncoordinated visual appearance of the town.
- If Mineral King is NOT FULLY developed, it would be necessary to RESTRICT winter recreation at Mammoth, resulting in CROWDING and a reduction in recreation quality.
- Unless Mineral King IS developed, it would be VERY DIFFICULT to restrict population growth in Mammoth to the C level and would require VERY STRONG POLICY SUPPORT from the USFS.
- A virtual SHUTDOWN of the construction industry could be expected in one to three years, resulting in a DECLINE in the local economy.
- Land supply would be far in excess of demand.

implementation and local control

This section addresses the problem of policy and administrative decision-making power and how it relates to Mammoth Lakes.

The results of the attitude survey conducted by the Study Group indicate that there are some broad-based attitudes within the Mammoth Lakes community that are not reflected in the planning decisions that have been made in the past several years. This leads the Study Group to conclude that citizen participation in the planning process has been inadequate. The problems arise mainly due to a unique set of local circumstances involving the nature of the INSTITUTIONS, rather than individuals. County and Forest Service officials have made sustained efforts to help solve Mammoth's problems. Changes in institutional structure recommended in this report are not meant in any way to reflect on the quality of service rendered by those officials.



the need for change

A number of key reasons have been identified that have contributed to this institutional problem:

- The lack of a workable mechanism to accommodate and utilize input from conflicting local groups has caused these groups to become more polarized, to ignore each other, and in some cases to come in conflict with the Board of Supervisors as well as the County Planning Commission. Mammoth Lakes is an urbanizing area in an otherwise mostly rural county, and as such its problems are very different from those of the rest of the county. In recent times Mammoth area problems have had a tendency to monopolize the deliberations of the Supervisors and Planning Commission, making it difficult for them to devote an equal amount of attention to other county business.

- Bridgeport, the county seat, is 55 miles from Mammoth Lakes. The County Planning Commission, which normally meets one day every two weeks in Bridgeport, is beset with many problems in dealing with Mammoth. The long distance from Mammoth makes it difficult for all commissioners to stay abreast of local conditions; it is faced with an enormous volume of work, and it is often faced with a shortage of needed information on which to base decisions. Further, it is very difficult for local citizens to make the trip to Bridgeport regularly to take part in the Commission's proceedings. This problem is compounded by the fact that information on topics being dealt with, both in advance of and following Commission meetings, is often unclear and sometimes unavailable.

- The Inyo National Forest, in its role as a land and recreation manager, must respond to a constituency that is larger than the community of Mammoth itself. It must consider statewide and national recreation demand and important social equity consideration, in addition to local needs. Although there are many contacts between community and Forest Service leaders, there has been an absence of any broadly representative community body which could communicate planning objectives to the Forest Service.

A number of alternatives for changing the INSTITUTIONAL FRAMEWORK for planning in Mammoth are discussed in this section of the report, which range from a Community Advisory Council, to the more momentous measure of incorporation.

the need for immediate action

Before going into this discussion, it is important to consider where things stand at the present time (August, 1972) and what may happen in the very near future. A few items stand out as needing immediate attention:

- Development in Mammoth is proceeding at a very rapid pace. If this development is to be deliberately guided by local policy decisions, action must be taken within months, not years.

- The debate over whether or not to develop Mineral King may be resolved shortly. This decision will have a tremendous impact on Mammoth Lakes. If the community decides it wishes to influence this decision, action should be taken soon.

- The Mono County Planning Commission and the Inyo National Forest are sponsoring a major planning effort: The Mammoth Lakes Urban/Forest Comprehensive Planning Program, being conducted by MONOPLAN Associates, a consortium of consultants. The MONOPLAN effort, which commenced during summer, 1972, is understood to have set a six-month deadline for completion of its work. The MONOPLAN group will prepare a new General Plan for the 275 square mile Mammoth recreation area. It can be assumed that this new General Plan will be approved by Mono County and will become part of the County General Plan, superceding elements of the plan presently in effect in the Mammoth area. Unless incorporation of the community occurs, this document will be THE PLAN for the future of Mammoth Lakes. Therefore, it is essential that the community consider carefully what sort of role it should play in the MONOPLAN EFFORT.

mechanisms for local control

In light of the need to improve the INSTITUTIONAL FRAMEWORK for planning in Mammoth, and the need for RAPID ACTION as reflected in the three items above, several alternate courses of action could be considered:

- COMMUNITY ADVISORY COUNCIL
- AREA PLANNING COMMISSION
- INCORPORATION

community advisory council

At present, individuals and groups from Mammoth approach the Planning Commision and Board of Supervisors to represent their own specific viewpoints. A COMMUNITY ADVISORY COUNCIL is a citizen group which is organized to represent the community in planning decisions affecting that community. Such a council would be effective ONLY IF its membership were carefully selected to reflect a broad-based representative cross-section of the community. In this form it could consider planning tradeoffs in terms of the larger interest and present to the county a more unified community view, or at least a more complete assessment of the alternatives.

There are two ways in which such a council could be formed. The first would be completely independent of county approval, while the second method would be to utilize provisions of the Government Code of the State of California. Chapter 348, Section 31010, authorizes counties to set up advisory boards in unincorporated areas. To be established under Chapter 348, the Community Advisory Council would have to have approval of the County Board of Supervisors.

Under the first option, the Council (which we will call the "Mammoth Advisory Council," or "MAC" for discussion purposes) can be simply formed by individuals calling a first meeting. A lawyer should be present to assist in drawing up by-laws, which might cover such items as areas of responsibility, membership selection, accountability, etc. Membership should be broadly representative if MAC is to have support and credibility. Both local and non-local groups should be represented, including: Local business interests; residents; recreation/conservation groups; and public bodies.

MAC would not have any legal authority under this type of organization. However, due to the wide representation of a diverse range of community interests, it would be difficult for the county, Forest Service, or other agencies to ignore its requests.

The second method of forming MAC, Section 348 of the Government Code, would involve authorization by the Board of Supervisors of Mono County. MAC, as representative of the community, would make recommendations to the Board of Supervisors and the Planning Commission. But it could only rule on matters for which authority had specifically been delegated by the Board of Supervisors. East Palo Alto, in San Mateo County, has had this type of council since last year. Among their actions have been the decentralization of community services and the solicitation of over 3.5 million dollars in Federal grants for local use.

The amount of power a Mammoth Advisory Council might have ranges from none at all (a rubber stamp) to being a political focal point for the community, with considerable power. It all depends upon the energy and ability of the individuals on the council, and community support. This type of organization has a number of advantages:

- Each of the members would want to get a continuous reading of community attitudes on planning issues--hence, multiplying the opportunity for community input to the planning process.

- If membership were properly selected, the views of MAC would be more representative of community attitudes than a random collection of individuals appearing at a Planning Commission hearing.

- Each member would spend much more time studying the planning issues than will the average citizen. Therefore, the opinions of MAC would have a stronger basis in fact.

- Members of MAC would appear at all planning meetings irrespective of the long distance to Bridgeport.

- MAC could be formed very quickly and through regular evaluation could be changed at any time the community wishes to alter it, or it could seek additional power.

area planning commission

Provisions of the State Code allow counties to set up Area Planning Commissions in unincorporated areas. Chapter 462, Section 65100 and 65902 of the Government Code of the State of California, authorizes members of an Area Planning Commission to make decisions similar to those delegated to a zoning board of adjustment.

At present, there are three such commissions, all in Riverside County. They were formed because of the great distance from the county seat to their respective areas.

The five or six members of an Area Planning Commission are appointed by the County Board of Supervisors, and they report directly to the Supervisors, rather than to the County Planning Commission. In the Riverside case, Commission members receive $25 a day, plus a travel stipend. Thus far, the Riverside County Board of Supervisors has concurred with their recommendations.

The advantage of this type of organization is that it hears all applications for zoning variances within its area and makes recommendations on them directly to the Supervisors. Its disadvantages are that it is not allowed control over the broader, more important zoning powers such as actual zoning, rezoning, General Plan changes, or adoption of subdivision controls. New legislation to increase the power of the Area Planning Commission could be introduced in the State Assembly, but such action would have to be initiated by the Board of Supervisors.

incorporation

If and when the community of Mammoth Lakes is ready and desires to undertake full control over and responsibility for its local affairs, incorporation is the logical device. The Daniel, Mann, Johnson and Mendenhall Study (1968) outlines procedural steps to incorporation, but it would be necessary to perform a new financial analysis, since conditions have changed considerably since 1968. One disadvantage of incorporation is that Mammoth as a small local government might tend to overlook some of the larger regional issues involved in its own planning decisions. Frequently, when a small community incorporates, the per-capita cost of general public administration rises.

However, if the community decides to incorporate, it could contract for county services, since the county already has the manpower to provide many of these services. Any decision to incorporate should follow careful consideration of the availability of people in the community to man the new political positions created.

It should be noted that the process of achieving incorporation is very time consuming (9 to 15 months, according to the D/M/J/M Study), and that if it occurred, it should be the successor to a MAC or an Area Planning Commission, which would function in the interim period.

action on monoplan

In view of the need to guide the rapid growth of Mammoth, to consider some action with regard to Mineral King and, very importantly, to play a strong role in the MONOPLAN effort, it is recommended that the community organize MAC immediately. The first task of MAC should be to thoroughly familiarize itself with the results of this Summary Report, and the Full Technical Report which follows it, in order to help clarify the basic limits on future growth and tradeoffs involved with different planning approaches. This must be accompanied by a solicitation of community reaction to the results of the Mammoth Lakes/UCLA Project. MAC should move quickly to obtain review power over the MONOPLAN. This review power should be officially recognized by both the county and the Forest Service. (At the present time (August, 1972), no broad-based local review has been established for the MONOPLAN.)

It is important to note that the results of the MONOPLAN, when made a part of the County General Plan, will have the force of law. The possibility exists, though, that if the community were not happy with the MONOPLAN results, and incorporation occurred, the new City of Mammoth Lakes could reject the MONOPLAN in favor of some other plan of its own. This would be indeed unfortunate, since some $125,000 to $320,000 of public funds will be invested in the MONOPLAN effort.

first level decisions

The MAC, after obtaining review power over the MONOPLAN, should attempt to make a series of "first level" decisions based on the results of the Mammoth Lakes/UCLA Project. These "first level" decisions are the ones which determine which of the intermediate time frame (1975-1978) futures should be pursued. These basic decisions would then become input to the MONOPLAN. The basic decisions are:

- MODERATE GROWTH, WITH A TREND TO LOWER DENSITY?
- MODERATE GROWTH, WITH A TREND TO HIGHER DENSITY?
- STOP GROWTH, STABILIZE DENSITY?

A realistic decision cannot be made at this time to try to achieve one of the "high population growth" futures (A or E). That decision should be made only after a decision has been made on the development of Mineral King. However, by selecting one of the intermediate range futures, certain options can be left open. In the sketch, the dashed arrows pointing to the long-range futures indicate which long-range futures would be a feasible outgrowth of each intermediate range future. It should be noted that selecting a certain intermediate future also CLOSES certain options for the long-range future. For example, if the MODERATE POPULATION GROWTH: LOWER DENSITY intermediate future were realized, it would then be unfeasible to move to the C, D, or E alternatives in the long-range future.

decisions to be made in 1972-74 time frame

A number of KEY DECISIONS will be made in the 1972-1974 time frame, which will strongly influence which future will eventually occur in Mammoth Lakes. While it may be too soon to make a firm decision on any of the five long-range Alternative Futures, a number of "small decisions" will be made soon which will determine which intermediate-range (1975-1978) future will be reached. That, in turn, partially determines which long-range (1979-1985) future will ultimately be achieved.

The list below details a number of these KEY DECISIONS to be made in the near future, which must be considered HIGH PRIORITY items for early action by the community.

KEY DECISIONS	ACTION REQUIRED
ADDITIONAL SKI LIFT PERMITS FOR MAMMOTH MOUNTAIN	If the Forest Service issues permits for the expansion of ski lifts, Future C is eliminated. An increase to 16,000 daily capacity is maximum for Futures B and D. Do not exceed 16,000 in any case until after the Mineral King decision is made.
DEVELOPMENT OF SHERWIN BOWL	This decision must be delayed until after Mineral King decision is made, and the ultimate capacity of Mineral King is known.
ZONING	Zoned densities must be reduced if Futures A or B are desired.

	If D or E are desired, zoned densities can remain at present levels, but there must be changes in areas designnated for a number of types of land use.
OPEN SPACE POLICY	The community must decide which areas are to be preserved for open space, and which views should be preserved. This is a requirement for each of the five futures.
	Action must be taken to implement the open space program, through bonded purchase or leasing of land, or through acquisition by the Federal Government (USFS).
LAND TRADES	If Futures C, D, or E are desired, no further land should be traded from public to private ownership.
	C, D, and E require public acquisition of land now in private ownership.
	If A or B is desired, up to 130 acres of land east of the present townsite could be acquired for private development. Do not exceed 130 acres until the Mineral King decision, including the extent of development are known. A and B also require acquisition of open space inside the present townsite.
TRANSPORTATION	For all futures, on-street parking must be banned in winter. If Futures D or E are desired, a "starter" bus or minibus transit system must be implemented quickly, and the development of fringe parking must begin.
	As the transit system develops, incremental phase-out of cars in town should occur.
	If Futures A or B are desired, the upgrading of roads in town

must proceed. The development of intown and lift parking facilities must begin.

Future C does not require major road upgrading, but the existing parking shortage must be solved, along with some deficiencies in the present road system. A limited bus transit system should be implemented if C is desired.

ARCHITECTURAL AND SIGN CONTROLS

This is necessary if Futures D or E are desired, and may be accomplished by ordinance or local review board.

If Futures A or B are desired, architectural and sign controls would be helpful, but more difficult to implement.

DETERIORATION OF THE NATURAL ENVIRONMENT

For all futures, establish development criteria; slope, cut and fill, tree cutting, soil and seismic conditions, percentage of impervious surface, etc. Reach agreement with USFS and State on areas to be preserved for wildlife.

WATER SUPPLY

If Future C is desired, no action is necessary.

If Future B or D is desired, there must be action on expansion of water rights (legally difficult) and/or use of Lake Mary for storage reservoir.

If Futures A or E are desired, there must be action on expansion of water rights and use of Lake Mary for storage. If additional water rights cannot be achieved and other sources are not found, Futures A and E are unfeasible due to insufficient quantities of water.

LOCAL ECONOMY

If any "high growth" options are desired (A or E) planning must begin to bring other econonmic activity to Mammoth to compensate for serious seasonal ups and downs expected.

	For all futures, some effort should be made to regulate the pace of development and building to prevent serious overbuilding and attendant economic trouble.
REGIONAL, STATE, AND FEDERAL PLANNING	All parties involved in the decision to develop or not develop a ski resort at Mineral King should be made aware of the impact it will have on Mammoth Lakes. Coordinated decision-making on California ski resort development should be encouraged.
LOCAL CONTROL AND PLANNING	A Community Advisory Council (MAC) or Area Planning Commission should be implemented immediately. Incorporation should be reevaluated. Action must be taken to see that community decisions on all the items listed above are reflected in the MONOPLAN.

access and social equity considerations

One of the most serious and growing problems in this country is the inaccessibility of poor and immobile groups of the populace to our most exciting recreation areas. This is reflected today at Mammoth in the fact that winter recreation users, particularly, consist almost entirely of middle and upper income whites. The lack of participation of minority and lower income groups is largely due to the long distance and high cost. If the community of Mammoth decides to undertake a program in the interest of this larger constituency, it might seriously consider ways that it could assist in INCREASING THE ACCESSIBILITY and REDUCING THE COST of participation in recreation at Mammoth for these groups. This could include such things as special programs which would make it possible for disadvantaged people to enjoy the Mammoth area.

epilogue

The results of the Mammoth Lakes/UCLA Project place the burden of implementation on the Mammoth Lakes community itself. This project has not tried to produce a "Plan" or detailed zoning recommendations, or to develop a detailed "Urban Design" for Mammoth Lakes. All of these things FOLLOW and are PART OF a series of key decisions by the community, based on an evaluation of the "tradeoffs" presented in this study.

For readers who wish to probe certain impacts in more detail than was possible in Part II, Part III of this SUMMARY REPORT presents a more complete review of the probable impacts of each of the five Alternative Futures.

The full TECHNICAL REPORT, which will be published soon after this Summary Report, will contain an even more thorough discussion of estimated impacts and will be of interest to those readers concerned with the background assumptions, methodology, and data leading to the conclusions reported in this summary document.

part III:

detailed discussion: projected impacts of the five alternative futures

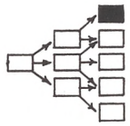
Part III is designed for readers interested in a more thorough discussion of projected impacts. It begins with a summary chart of all the projected impacts, issue-by-issue, for each of the five futures. This is followed by a series of narrative discussions of the impacts, also arranged issue-by-issue. Under each heading (such as "Transportation," etc.), impacts are listed for the five futures, in the following order: A, E, B, D, C. The two high population futures (A and E) are discussed first, then the medium growth futures (B and D), and finally the no growth future (C). In some cases, A and E or B and D are combined, where the impacts are similar.

summary of projected impacts

key issues	sub-issues	impacts A	B	C	D	E
atmosphere of the town	PEDESTRIAN ENVIRONMENT	Total Auto Domination	Near Total Auto Domination	Auto Dominates; Same As Now	Strong Pedestrian Orientation	Strong Pedestrian Orientation
	SMALL TOWN OR VILLAGE SCALE	Suburban Look; No Architectural Theme	More of Same; Uncoordinated	Same As Now; Uncoordinated Look	Fairly High Density; Chance for Strong Theme	Fairly High Density Look; Chance for Strong Theme
	SIGNS	Large Signs as Now; More of them	Large Signs, As Now; Auto Oriented	Same As Now; Uncoordinated	Chance for Coordinated Signing	Small Signs; Coordinated
	VIEWS OF NATURAL ENVIRONMENT	Many Open Space Views Preserved	Open Space Views Can Be Preserved	Open Space Views Can Be Preserved	In-Town Views Reduced	In-Town Views Reduced
	LEGIBILITY OF TOWN	Town Layout Unclear- Difficult to Find Things	More Confusing Than Now	Same As Now; Can Be Confusing	Less Confusing Than Now	Town Layout Clear; Easy to Find Things
deterioration of the natural environment	LAND AND TREES	Very Serious Damage	Moderately Serious Damage	Least Damage	Moderate Damage In-Town	Serious Damage Likely In-Town
	WATER QUALITY	Lake Level Changes; Erosion; Low Creek Flow	No Serious Problem	No Serious Problem	No Serious Problem	Lake Level Changes; Low Creek Flow
	AIR QUALITY	Very Slightly Perceived Pollution	No Significant Air Pollution	No Significant Air Pollution	No Significant Air Pollution	No Significant Air Pollution
	SOLID WASTE	High Collection Cost; Large Landfill	Moderate Collection Cost; Landfill near Mammoth	High Collection Cost; County Landfill OK	Moderate Collection Cost; Landfill near Mammoth	Collection Cost Moderate; Large Landfill
	WILDLIFE	Greatest Harm to Wildlife	Fairly Serious Impact; More Harmful than D	Least Harm to Wildlife	Moderate Impact; More Harmful Than C	Serious Harm to Wildlife
variety & quality of recreational opportunities	VARIETY WINTER	Much Increased; Skiing Doubled	Moderate Increase over Present	Same As Now	Moderate Increase over Present	Much Increased; Skiing Doubled
	QUALITY WINTER	Remains Same as 1972	If No Mineral King, Crowding Increases; With Mineral King, Crowding Declines	If No Mineral King, Heavy Crowding With Mineral King, Crowding Declines	If No Mineral King, Crowding Increases With Mineral King, Crowding Declines	Remains Same As 1972
	VARIETY SUMMER	Increase in Town-Based Activities	Could Be Much Improved	Same As Now	Could Be Much Improved	Large Increase in Town-Based Activity
	QUALITY SUMMER	Heavy Crowding in Lakes Area	Crowding in Lakes Area	Crowding in Lakes Area	Crowding in Lakes Area	Heavy Crowding in Lakes Area
	NIGHT LIFE: ADULTS/TEENS	Significant Improvement	Improved--More Variety	No Improvement	Improved; More Variety	Significant Improvement
variety of goods and services	VARIETY OF GOODS & SERVICES	Sizeable Increase	Sizeable Increase	Same As Now	Sizeable Increase	Sizeable Increase
	COSTS OF GOODS & SERVICES	Potential Decrease through Higher Volume	Potential Decrease through Higher Volume	Same As Now	Potential Decrease through Higher Volume	Potential Decrease through Higher Volume
	QUALITY OF SERVICES	Potential Decrease	Moderate Increase	Same As Now	Moderate Increase	Potential Decrease
	LOW/MODERATE INCOME HOUSING	Critical Problem	Serious Problem	Shortage; Same As Now	Serious Problem	Critical Problem
transportation	PUBLIC TRANSIT,	Unfeasible	Limited System Possible	Limited System Possible	Public Transit Feasible	Public Transit Feasible
	AUTOMOBILE	Total Auto Domination	Auto Still Dominates	Auto Is Dominant	No Autos in Town Center during Peak Periods	No Autos in Town Center during Peak Periods
	ROADS	Large Scale Upgrading Required	Road Widening Required	Some Upgrading Needed	Minor Upgrading	Minor Upgrading
	PARKING	Massive Parking Areas Required	Lots or Structures Required	Shortage; Same As Now	Fringe Parking Areas Required	Large Fringe Parking Areas Required
	TRAFFIC	Large Scale Congestion	Fairly Serious Congestion	Same As Now	Manageable	No Problem
snow removal	ESTIMATED TOTAL COST	$123,000; Highest Total Cost	$78,800 Per Year Total Cost	$49,000 Per Year; Lowest Total Cost	$71,000 Per Year Total Cost	$87,400 Per Year Total Cost
	COST PER PERSON (RESIDENTS)	Average Cost $28 Per Resident	Average Cost $27 Per Resident	Average Cost $22.22 Per Resident	Average Cost $24.48 Per Resident	Lowest Average Cost; $20 Per Resident
	HAULING/STORAGE	No Hauling; No Storage Problem	No Hauling; No Storage Problem	No Hauling; No Storage Problem	5 Lane Miles of Snow Hauling	10 Lane Miles of Snow Hauling
	TRAFFIC/PARKING PROBLEMS	Very Severe Problem	Severe Problem	Moderate Problem	Manageable Problem	Manageable Problem
distribution of governmental control	IMPACT OF STATE AND FEDERAL DECISIONS	Mineral King Decision Critical	Mineral King Decision Critical	Mineral King Decision Critical	Mineral King Decision Critical	Mineral King Decision Critical
	IMPACT OF FOREST SERVICE POLICY	Strong USFS Policy Support Required	USFS Policy Support Required	Strong USFS Policy Support Required	USFS Policy Support Required	USFS Policy Support Required
	LOCAL CONTROL	Greater Citizen Involvement Necessary	Greater Citizen Involvement Necessary	Very Strong Citizen Involvement Necessary	Very Strong Citizen Involvement Necessary	Very Strong Citizen Involvement Necessary
	LAND USE CONTROL	Must Be Stronger Than At Present	Must Be Stronger Than At Present		Strongest Controls Required	Strongest Controls Required
water supply	INCREASING WATER SUPPLY	Absolutely Necessary; Very Difficult	Necessary without Storage Reservoir	Not Necessary	Necessary without Storage Reservoir	Absolutely Necessary; Very Difficult
	ADDITIONAL WATER STORAGE	Must Use Lake Mary	Necessary Unless More Water Acquired	Minimal Requirements	Necessary Unless More Water Acquired	Must Use Lake Mary
	PURIFICATION AND DISTRIBUTION	More Equipment and Piping Required	More Treatment Facilities; Piping	Existing System Adequate	More Treatment Facilities, Piping	More Treatment Facilities; Piping
ups and downs: the peak loading problem	SEASONAL AND WEEKLY POPULATION UPS AND DOWNS	Most Severe Ups and Downs	Significant Ups and Downs	Same As Present	Significant Ups and Downs	Most Severe Ups and Downs
	IMPACT ON COMMERCE AND EMPLOYMENT	Severe Seasonal Fluctuations	Significant Seasonal Fluctuations	Moderate Seasonal Fluctuations, (Same As Now)	Significant Seasonal Fluctuations	Severe Seasonal Fluctuations
	PEAKLOADING	Huge Crowds and Waiting Lines	Large Crowds and Waiting Lines	Same As Present	Large Crowds and Waiting Lines	Huge Crowds and Waiting Lines
long term stability/ instability	IMPACT OF MINERAL KING	Could Be Severe	Could be Substantial	Not a Serious Threat	Could Be Substantial	Could be Severe
	STABILITY OF CONSTRUCTION INDUSTRY	Substantial Slowdown in 3-6 Years	Substantial Slowdown 2-5 Years	Virtual Shutdown in 1-3 Years	Substantial Slowdown 2-5 Years	Substantial Slowdown in 3-6 Years
	STABILITY OF LAND PRICES	Stable If No Mineral King	Land Supply in Substantial Excess	Land Supply Far in Excess of Demand	Land Supply in Substantial Excess	Stable If No Mineral King
alternative economic & cultural opportunities	CONFERENCE/CULTURAL CENTER	Highly Desirable for Stability	Desirable for Greater Stability	Unlikely But Not Impossible	Desirable for Greater Stability; Very Feasible	Highly Desirable for Stability; Very Feasible
	RESEARCH CENTER/"THINK TANK"	Moderately Feasible	Moderately Feasible	Unlikely	Moderately Feasible	Moderately Feasible
	LIGHT INDUSTRY	Incompatible; Not Feasible	Incompatible; Not Feasible	Incompatible; Not Feasible	Incompatible; Not Feasible	Incompatible; Not Feasible

town atmosphere

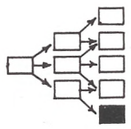
A



Future A would be dominated by the automobile. Spread development of commercial activity would mean that Future A has the least chance of any of the futures of achieving a strong pedestrian orientation. Both residents and visitors would find this a strong negative factor. It would be difficult to develop a unifying theme for the town. "Chain stores" and franchises in the area would contribute to a more "suburban" image for the town. There would be strong pressure for shopping areas to develop with large on-site parking areas, adding to the suburban image. There would also be strong pressure for larger signs which can be seen from moving cars. It would be very difficult to achieve a unifying theme for the town in Future A, and the trend would be toward large commercial-scale architecture. While architectural control is possible, it would be difficult for it to overcome these other factors to achieve the "small scale" village that is clearly desired by all segments of the community. There is virtually no chance for a "rural village" image in Future A.

Unobstructed views of open space from the town would be fewer than at present, since the town would be spread out further. But substantial open areas would remain within the town, as well as a large percentage of trees in built-up areas, enhancing the feeling that the natural environment survives in town.

Legibility, or the relative difficulty or ease of finding one's way around town, is poor at present and would be even poorer in Future A. Visitors would have a hard time finding "the center of town" and commercial and residential activity would appear to be spread out and difficult to locate.

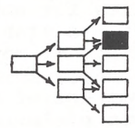


E

Of all the five Alternative Futures, E has the greatest opportunity for development of a strong pedestrian-oriented town area with a well organized commercial district. Exclusion of autos from the town center would allow a more compact commercial area without space-consuming on-site parking. There is an opportunity to develop a unifying theme, using architectural controls and other means, which would center around small-scale buildings, small exterior walking spaces, and an emphasis on walking window shoppers. Strict sign controls would have to accompany this, but would be practical, since small graphically attractive signs are more desirable and readable to pedestrians than to auto drivers. It should be noted that without a careful urban design effort and strong controls, the visual effect of E could be very chaotic. Future E would not necessarily have the image of a rural village, but on the other hand need not look like a downtown urban area. Instead, it might have the feel of a sophisticated resort town, such as Carmel, or one of the well-designed European ski resorts. This would not, however, include the borrowing of an architectural theme from another time and place, as has been done in communities such as Solvang. Development in E would be relatively dense, but would still not have any real high-rise buildings, as they will probably continue to be economically unfeasible. The density would mean the loss of many if not most of the trees in the town area. On the other hand, trees outside the contained town area would be totally preserved. Views of the natural environment within the town would be scarce, but careful design could open corridors for vistas of the surrounding scenery. The doubling of ski facilities could result in scarring of the mountainsides which would be more noticeable in the summer.

E requires large parking lots or structures at the periphery of the town. Unless sited and planned with great care, these would result in a very strong negative visual impact, especially if located near the entrance to town.

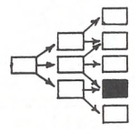
B



In many respects the town atmosphere of B would be similar to that of A, except on a lesser scale. The automobile would still be the dominant form of transportation, and its presence would continue to strongly influence the visual quality and atmosphere of the town. The continued spread of commercial development, similar to that of recent years, is likely in B. Commercial activities would be auto-oriented, with on-site parking and large, auto-oriented signs. Under these conditions, it would be very difficult to achieve a pedestrian orientation in the town. It would also be very difficult to develop a strong architectural theme, emphasizing small scale exterior spaces and small scale buildings necessary to the creation of the "small town" or "village atmosphere" so strongly desired by all segments of the community.

Densities in B would be low and comparable to those in A. As such, there would be a feeling of openness, with substantial greenery preserved in the town area. Green space within the town area would enhance this aspect of the environment.

D

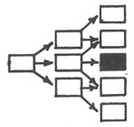


Under Future D, Mammoth Lakes would be a rather dense, tightly contained town, with a moderate population level. Densities envisioned under D are similar to those in E, but the lower population in D would meant that the actual developed area would be smaller. In D, a comprehensive public transit system would serve the town, replacing the auto during peak use periods. Under these circumstances, development of large parking areas or structures, and substantial road widening, would not be necessary. This would allow the creation of clustered commercial activities, small scale exterior spaces, and small scale architecture necessary for the creation of a pleasing pedestrian environment. While it is doubtful that a "rural village" appearance could be achieved, many of the desirable qualities of a "small town atmosphere" could be achieved. Strong architectural and sign controls would assist in bringing about this quality to the town.

The large amount of green space preserved within the community in Future D would open the possibility of establishing distinct "districts," each separated from the others by green space and each with its own "theme." Old Mammoth, for example, with its quiet, rustic atmosphere, could retain a very different atmosphere from that of the central village commercial area, which could be a more dense, socially active area with a wide range of commercial and cultural activities. The "slopes" area, predominantly residential but very different from Old Mammoth, could develop yet another theme of its own.

Future D requires large fringe parking areas which, if not developed carefully, would result in a very undesirable visual impact, especially if located in open areas near the entrance to the town.

C



The atmosphere of the town in Future C would remain very much the same as it is at present. Since C would entail very little additional development of the town, opportunities for achieving a strong architectural theme are very doubtful. With a stabilized economy, additional investment for rebuilding, upgrading, or face-lifting of existing business buildings would be doubtful. Some form of sign control could be implemented, but the continued presence of the auto in town would result in pressure to retain the type of large, auto-oriented signs now prevalent.

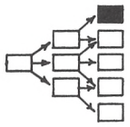
The density of development in C would obviously remain at about its present, or medium, level. There would be no further loss of trees in the town area, and large areas of land in town would remain undeveloped, enhancing the feeling of openness. In time, much of the "newness" evident in the town now would wear off, and in that sense the visual quality might improve slightly.

However, it is necessary to keep in mind the possibility of crowding discussed in the sections on Population Forecasting, Variety of Goods and Services, and Ups and Downs, as potential negative factors in the town atmosphere.

deterioration of the natural environment

land

A

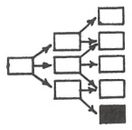


Specific considerations for land development must be reviewed in Alternative Future A. In investigating areas for development outside of the existing townsite, the following characteristics of the area must be considered: earth materials, slope stability, geologic hazards and seismic conditions (in addition to wildlife and vegetation).

The amount of flat and gentle topography surrounding Mammoth is limited. Under Alternative A, careful planning is necessary to prevent development in marginal or even precarious areas where geologic hazards, such as avalanches, flooding and foundation problems are present. In the event development occurs in Mammoth Meadows, for safety, critical structures such as hospitals, schools and high-rises should be restricted to the northeast corner of the meadow, where there is sound basalt bedrock. It should be noted that the Mammoth Lakes Basin is one of the many seismically active (vulnerable to earthquakes) areas in California. Most of the meadow is underlain by loosely consolidated morainal material that probably would respond vigorously to earthquake shocks.

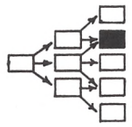
The spread-out development of Future A would require an extensive road system and parking areas. The greatest percentage of impervious surfacing and loss of trees and fauna would result from this alternative.

E



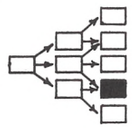
Less area is hard-surfaced in Alternative E than in A and B with fewer roads required and less grading for construction. However, a large number of the trees within the town area would have to be felled, impairing the mountain atmosphere. Also, taller buildings present an earthquake risk, which may be minimized by locating them where the bedrock is firm and the water table is low.

B



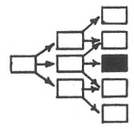
The impact of Alternative B is similar to that of A but less severe in that the Sherwin Bowl area would probably be left in its natural state.

D



Less area is hard-surfaced in Alternative D than in A, B, or E, with fewer roads required and less grading for construction. However, a large number of trees within the town area would be lost. Also, taller buildings would present an earthquake risk, which may be minimized by locating them where the bedrock is firm and the water table is low.

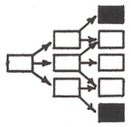
C



Future C would result in the least impact on land resources; however, certain modifications and improvements to present land use practices might be made to reverse or minimize current deteriorating processes. A transportation system that would reduce the dependency on the automobile would also reduce the need for more roads and parking lots. Present road cuts and unvegetated areas could be planted with appropriate ground cover to reduce erosion and increase slope stability. However, the difficulty of re-establishing vegetation at Mammoth's 8,000 foot elevation must be recognized as a constraint on the amount of grading that should be allowed in any of the futures.

water quality

A and E



The level of water quality in the area surrounding Mammoth Lakes is excellent as should be expected for a mountainous location where most of the water is derived from an undisturbed melting snowpack. However, there are some present and potential problems caused by human activities that could have detrimental effects on the water quality of Futures A and E.

The principal factors influencing water quality are: population; land development; and the amount of usage of the lakes basin for summer recreation.

The large population envisioned in Futures A and E would require use of Lake Mary as a storage reservoir. Under these conditions, Lake Mary would have a fluctuating shoreline, which would be aesthetically unpleasing and would also adversely affect fish life.

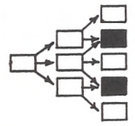
In order to minimize an increase in the elevation of Lake Mary, it would be necessary to increase the Mammoth County Water District's surface water rights to Mammoth Creek. However, in addition to legal constraints, drawing additional water from the creek could result in dangerously low creek flow levels below the intake, upsetting the balance of aquatic life.

Recent studies by the Lahontan Regional Water Quality Control Board have shown nitrate levels in Mammoth Creek rising in proportion to population increases. Nitrate levels must continue to be monitored and it may eventually be necessary to provide nitrate removal in the sewage treatment plant to prevent downstream algal blooms.

Siltation of surface waters occurs when runoff carries soil into water courses. As construction activities increase, less vegetation and permeable ground is available to absorb runoff and this increased runoff carries with it more and more loose dirt and gravel. Erosion and runoff problems would be most serious in Future A on steep slope areas, such as the Sherwin Bowl area, which would require careful grading control and retaining wall construction. In Futures A and E sedimentation in the creek would cause turbidity, with increased solids concentration being detrimental to fish life.

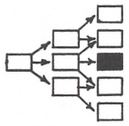
Proper control and planning of watershed areas during the summer is a necessity in order to maintain the existing level of water quality. This necessitates both water supply and waste treatment facilities at all campgrounds. This is currently being planned by the Forest Service for all campgrounds in the area.

B and D



Population increases will put demands on available water resources as in Futures A and E. Using Lake Mary as a storage reservoir would be the least costly alternative for providing domestic water requirements in Futures B and D. This would require raising the lake level one foot. This fluctuation is not as detrimental as Futures A and E. Similar to Futures A and E, there must be controls on siltation from construction activities, monitoring of nitrate levels and sewering of campground facilities in order to prevent degradation of water quality.

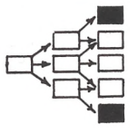
C



Continual monitoring of watersheds should be implemented in order to preserve current levels of water quality. When areas in Old Mammoth are sewered, water quality in Mammoth Creek should improve. When the campgrounds around Twin Lakes are sewered, the groundwater that now has a high nitrate content will flush itself over time and algal blooms in Twin Lakes will subside and may eventually disappear.

air quality

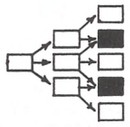
A and E



Clean air is perceived as one of Mammoth's most valued resources and desired features. Meteorologically, the factors which contribute to a potential air pollution situation or enhance an existing problem are missing from the Mammoth area. At present, the contribution from motor vehicles to Mammoth's air pollution is insignificant. Even though the number of motor vehicles will triple in Future A, it must be remembered that current Federal legislation will reduce motor vehicle emissions in 1975-1976 cars by 90 per cent over 1970-1971 levels. Any significant air pollution problem must then be from stationary sources such as open burning dumps and emissions from industrial plants. Sanitary landfills would be used instead of open burning dumps.

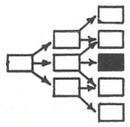
Stationary sources are regulated by a permit system. Anyone wishing to discharge emissions from a stationary source must obtain permission to do so from the Air Pollution Control Officer of Mono County. Enforcement of stationary air pollution is therefore a county problem.

B and D



The same issues mentioned in Futures A and E will be important here but to a lesser degree. The lesser degree is strictly a function of lower population and decreased human activity. Future B will be slightly cleaner than A and likewise Future D will experience cleaner air than E.

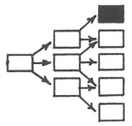
C



There would be no air pollution problem in Future C.

solid waste

A

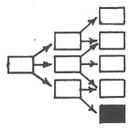


This future presents a problem due mainly to a population being spread out over a large land area without major concentration centers. Collection and transportation costs are the major expense accounting for up to 80 per cent of total disposal costs. One regional disposal site is definitely needed, preferably near Mammoth. Where compacted refuse is placed in a fill to a depth of six feet, it is estimated that one acre of land per year will be required per 10,000 population. This is equivalent to 9,700 cubic yards per year.

If a subscription type collection system is used, problems may arise from transients. Many transients currently dispose of their solid waste by burying their garbage in snowbanks or leaving it along the roadside.

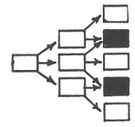
The tendency of individuals to dispose of solid waste by open burning would be more prevalent in Future A than in more densely built-up futures. Strict enforcement of solid waste ordinances would be required.

E



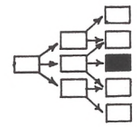
The large quantities of waste generated in E may bring about significant scale economies. Because population density is higher, transportation costs for waste hauling are less, with a net lower cost than that for Future A, with the same volume of trash. Of all the futures, this is the one most likely to have a publicly-financed refuse collection system, depending on county or city (if incorporation occurs) funding. Increased tax revenues should make it feasible. Future A would be less likely to get a public system, since it is likely that the county would be reluctant to "foot the bill" for such a relatively inefficient system. Requirements for a sanitary landfill site are similar to those for Future A. Where compacted refuse is placed in a fill to a depth of six feet, it is estimated that one acre of land per year will be required per 10,000 population. This is equivalent to 9,700 cubic yards per year.

B and D



The problems in solid waste for B and D lie between the extremes of A and C. The relatively high per capita costs for a public collection system in B and D suggest that some type of "metered" system may be the best alternative. In Futures B and D a sanitary landfill site will be needed in the Mammoth area. This operation would not result in significant environmental damage if well sited in an area remote from public view. Where compacted refuse is placed in a fill to a depth of six feet, it is estimated that one acre of land per year will be required per 10,000 population. This is equivalent to 9,700 cubic yards per year.

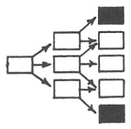
C



Future C has all the problems the community of Mammoth presently has, namely small quantities of wastes and a low density population generating waste. Proper collection and disposal is relatively expensive regardless of the types of collection and disposal techniques used. The peak loading problem is less due to lower population. There is practically no hope of obtaining a publicly-financed refuse collection system. A "metered" type of refuse service may be the best solution for this future. Where compacted refuse is placed in a fill to a depth of six feet, it is estimated that one acre of land per year will be required per 10,000 population. This is equivalent to 9,700 cubic yards per year.

wastewater collection and treatment

A and E

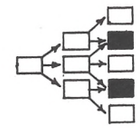


Sewage collection and treatment is not seen as a problem in any of the Alternative Futures. Development of collection systems and treatment facilities is already underway. Under an edict by the Lahontan Regional Water Quality Control Board, all developed areas on the Mammoth Creek Watershed above the confluence of Mammoth and Sherwin Creeks must be sewered by 1974. Planning for implementation of this order has recently been approved by a municipal sewer bond election. The Forest Service will tie its campground facilities into this sewer system. The sewers that will be installed in the summer of 1973 are sized to handle the volumes of sewage expected in Futures A and E.

Sewage treatment facilities are being constructed in the Summer of 1972 to provide secondary treatment of sewage entering the plant. Secondary treatment will stabilize the organic material in the sewage. A further treatment step to remove nitrates, which are a limiting factor in algae growth, may be necessary in the future.

The treatment facilities being constructed in 1972-1973 are designed to handle 1.5 million gallons per day of flow, but are capable of being expanded to handle 3.0 million gallons per day at a cost of an additional $500,000. It can be assumed that an individual will use 100 gallons per day of water that is treated in a sewage plant. Therefore, the expanded facilities will service 30,000 people. Holding ponds can be used to store any sewage generated in excess of 3.0 million gallons/day on peak weekends.

B and D

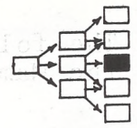


Sewage collection and treatment is not seen as a problem in Futures B and D. Development of collection systems and treatment facilities is already underway. The sewers that will be installed in the Summer of 1973 are sized to handle the volumes of sewage expected in Futures B and D.

The treatment facilities being constructed in 1972-1973 are designed to handle 1.5 million gallons per day of flow, but are capable of being ex-

panded to handle 3.0 million gallons per day at a cost of an additional $500,000. It can be assumed that an individual will use 100 gallons per day of water that is treated in a sewage plant. Therefore, the expanded facilities will service 30,000 people, more than adequate for the population forecasted for Futures B and D.

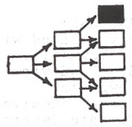
C



A sewer collection system (approved in a 1972 municipal sewer bond election) and a secondary sewage treatment plant that will be in operation in 1973 will meet all State and Federal standards for treatment of municipal sewage. Sewering of the Twin Lakes campground facilities by the Forest Service will reduce the high concentration of nitrates in the groundwater. The groundwater will eventually flush itself and algae blooms in Twin Lakes will be drastically reduced or disappear.

wildlife

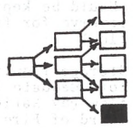
A



Of all the alternatives, A would inflict the most damage upon wildlife, particularly in terms of "people effects." "People effects" are the direct and immediate effects of people's actions on wildlife such as chasing them, shooting them, scaring them with loud noises and destroying their habitats by the construction of homes. These harmful influences drive many forms of wildlife some distance beyond the boundaries of human settlements, often into areas which cannot absorb them, because they are already overgrazed due to excess wildlife pressure. Alternative A would take the most habitat from wildlife, possibly including ecotone, deer migration paths and deer range areas. The proposed population centers to the east of the present Mammoth community would be in high impact areas, although there would be opportunities for selective siting (keeping migration corridors open, leaving access to Mammoth Creek, etc.). It is doubtful, however, that all key wildlife habitats would be preserved. It has been suggested that, for minimum impact, subdivisions in important wildlife areas should not exceed one dwelling unit per two acres. Also, the "people effects" upon key wildlife areas from nearby development would be great. However, there would be opportunities for a limited "wildlife experience" within the developed areas due to green belts and the spread-out character of this alternative.

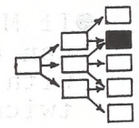
The "peripheral effects" of Future A would be similar to that for E and more harmful than for C, B or D. "Peripheral effects" result from developments and activities which serve but are external to residential and commercial developments. The construction and use of roads, recreation facilities, water supply systems, sewage plants, airports, etc., can disturb wildlife and eliminate wildlife habitats. The conversion of lakes to reservoirs can remove important water sources by inhibiting access. Heavily-used roads and highways are responsible for the death of more wildlife every year. For Futures A and E, harm to wildlife of the Sherwin Bowl area would follow on the heels of its development. The more extensive road system and auto use of Future A would add some "peripheral effects" not present in E.

E



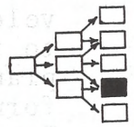
Future E would be more harmful to wildlife than alternatives C, B, or D. Its "people" and "peripheral" effects would be greater than B, due to a higher population. Although it would take away wildlife habitat to the east of Mammoth and its "people effects" would be concentrated in an area of lower impact potential than B, great harm to wildlife would come from its development of Sherwin Bowl, a region of great wildlife importance. There would be little opportunity for an in-town wildlife experience.

B



Future B would be more harmful to wildlife than alternatives D and C because it would result in a much greater loss of wildlife habitat. Luckily the spread of this alternative eastward into the meadow-sagebrush area would take away little crucial wildlife habitat, although access to Mammoth Creek would be severely reduced for some species. This alternative, however, would more than likely be a death blow to the vulnerable sage grouse which live in the meadow. The sage grouse is an important game bird and its numbers are dangerously low in this area. There would be little opportunity for establishing wildlife refuges within the development--consequently there would be very little wildlife experience within the city boundaries. The "peripheral effects" would be approximately the same as in alternative D. The "people effects" would be less concentrated, but would be moved from an area of low impact potential (the existing town boundaries) to an area of high impact potential (where high ecotone, migration, and deer range zones might be affected).

D



Alternative D would result in slightly more harm to wildlife than Future C and present development. A higher population within the existing privately-owned Mammoth district would mean less wildlife in and immediately around Mammoth, because of more "people effects" and wildlife habitat removal. However, the most important forms of wildlife, such as deer, are seldom found in this vicinity anyway, so this effect would be relatively unimportant. It would mean for the Mammoth populace, however, a lessening of opportunities for direct contact with any forms of wildlife in their immediate environment. This would not be as serious a problem for people living on the edge of the districts, next to open spaces where many small animals might be able to thrive, and for the residents of areas containing very low density residential developments. The detrimental effects upon wildlife which would accompany an increase of population would also be embodied in increased "peripheral effects" such as those that would result from an increased need for water and recreation (although the need for recreation in the natural environment might be dampened somewhat by attractive alternatives possible in an urban orientation). It is interesting to note that the proposed airport north of Crowley Lakes, to help serve an increased Mammoth population (as well as help cause it) would be located in a key sage grouse winter range. It would probably eliminate this species from that area. Also, if automobiles are not discouraged by the implementation of alternative forms of transportation, Routes 395 and 203 would become busier. This would probably have an adverse effect upon deer migration, especially if these two routes are fenced in the vicinity of deer migration zones.

summary of findings

The following outline summarizes the major conclusions of the Mammoth Lakes/UCLA Project:

population

variety and quality of recreational opportunities

winter recreation

- THE KEY DETERMINANT OF THE FUTURE POPULATION OF MAMMOTH LAKES WILL BE THE DECISION WHETHER OR NOT TO DEVELOP A SKI RESORT AT MINERAL KING.
- If Mineral King is NOT DEVELOPED, by 1985 Mammoth Lakes can expect a winter PEAK DAILY SKI POPULATION of 24,000, with a PEAK TOTAL WINTER POPULATION of 35,500, more than twice the present level. (This is the maximum population anticipated under any conditions.)
- If Mineral King IS DEVELOPED TO ITS FULL POTENTIAL by 1985, Mammoth Lakes can expect a PEAK DAILY SKI POPULATION of only 11,000, with a PEAK WEEKEND POPULATION of 78,000. (Under full development of Mineral King would restrict Mammoth Lakes' growing much beyond its present population levels.)
- These population estimates are STRIKINGLY LOWER than previous studies have projected, due to the decision to develop or not to develop Mineral King will have on Mammoth. This points to closely coordinated overall planning by the Forest Service in deciding which California ski areas will be developed, and to what extent. Snow Creek, Mineral King, June Mountain, Mammoth Mountain, Sherwin Bowl, and other potential areas must be considered not only in terms of LOCAL IMPACT but also in terms of the impact that they will have on EACH OTHER.

A and E

Requirements for alpine skiing facilities would more than double to a peak level of 24,000 daily capacity. This demand may exceed the capacity of Mammoth Mountain, according to unofficial estimates, and would require some combination of development of Mammoth and Sherwin Bowl. Quality of the skiing experience in terms of crowds and waiting lines would remain about the same as in 1971, assuming adequate additional lifts, ticketing and other facilities are developed.

Demand for other winter activities such as cross-country skiing, snowmobiling, tobogganing and sledding would increase, more so in E than in A. The more active and diverse village area in E would be accompanied by a greater percentage of non-skiing visitors than in A. Snowmobiling and cross-country skiing would each have designated areas for use, but noise would be a continuing problem unless the snowmobile area is kept far from town.

B and D

Requirements for alpine skiing could increase to an uphill carrying capacity of 18,000, requiring either further development of Mammoth Mountain and Sherwin Bowl. It is As of January, 1972, there were 3,517 RESIDENTIAL UNITS in Mammoth Lakes. By August 1, permits had been issued for another 739 units for construction during 1972.

land use and zoning

- Under present zoning ordinances, if Mammoth Lakes were built up to the legally allowable limit, it would contain a total of about 18,500 RESIDENTIAL UNITS, which would contain a RESIDENT POPULATION OF 40,000 and a PEAK WEEKEND POPULATION OF 82,000. (To keep density would be 38.5 people per acre, which compares with 38.5 people per acre for New York City!)

C

The most important influence in this future is the possibility of full development of Mineral King. If this were to occur, demand for alpine skiing at Mammoth would stabilize and is estimated to remain near its present level of 10,000 (skiers on a peak day). Under this direct competition relationship with Mineral King, crowding would be reduced and service and facilities could be expected to be improved at Mammoth, resulting in an improvement of the quality of the skiing experience. On the other hand, if Mineral King does not develop, Future C could only occur by a severe restriction on development of more ski capacity at Mammoth. Under these circumstances, demand for alpine skiing at Mammoth would far outstrip the capacity of the facilities, resulting in severe congestion and a drastic decrease in the quality of the experience. Limitation of alpine ski facilities would be very difficult in the face of probable strong political pressure and difficult questions of social equity.

Overall quality of other winter sports would be high at Mammoth, with little crowding expected.

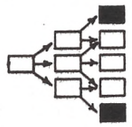
Even if Future C is chosen, the new high school to be built in Mammoth could provide for an improvement in night-life facilities, especially for young people. By designing a multi-purpose auditorium-gymnasium complex, a night-time meeting center and focus of teen activities, town meeting, cultural, and other community activities could be created.

DATA SHEET ON EXISTING CONDITIONS IN MAMMOTH LAKES
(As of January, 1972, unless otherwise indicated)

Item	Amount	Source
POPULATION:		
Resident	1,970	UCLA estimate
Peak Winter Weekend	16,000	UCLA estimate
Peak Summer Weekend	14,500	
RECREATION USE:		
Winter Recreation Man Days	550,000	USFS
Summer Recreation Visitor Days	1,665,000	USFS
Present Capacity of Mammoth	10,000	USFS
[illegible] ily)		
Ultimate Ski Capacity of Mammoth Mountain	20,000	UCLA estimate
LAND USE:		
Private Land within Town Site	2,190 AC.	USFS
USFS Land within Townsite	96 AC.	USFS
Acreage Acquired by Private Owners from USFS since 1960	549 AC.	USFS
Number of Existing Units (As of Jan., 1972):		Mono County Planning and Building Department (January, 1972)
Single Family Residences	794	
Condominiums	1,279	
Apartments	213	
Motel Lodge Units	728	
Duplex Units	304	
Mobile Home Units	199	
TOTAL:	3,517	
Residential Building [illegible] 1967	230	Mono County Planning and [illegible]
[illegible] 1970	404	
[illegible] 1972	739	
Capacity of Townsite if fully developed (in residential units)		
Peak Population	10,000	UCLA estimate
Peak Population	82,000	UCLA estimate
WATER:		
Current Water Right	2.0 cfs	Mammoth County Water District
[illegible]		
Estimated Consumption		
Water Used per Day		
[illegible]		
Capacity of Existing Storage Facilities		
Fire flow (by National Board of Fire Underwriters) at of 16,000	2.35 million gallons	NBFU Guidelines
Existing Storage	1.35 million gallons	
Fire Storage		
[illegible]		UCLA estimate

summer recreation

A and E

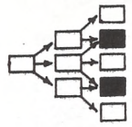


Assuming that the Forest Service retains its present policy of not expanding the number of campsites in the Mammoth area, the quality of the camping experience should remain quite high for all futures. The Forest Service will find it necessary to expand the number of hiking trails and areas of special interest in order to minimize congestion and resulting damage to the natural environment.

The lakes area will become very crowded, as the numbers of day visitors, town lodgers and second homeowners grow. Crowding will be greatest for Alternatives A and E due to the very large number of second homes in Mammoth in these futures.

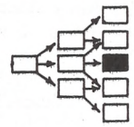
The availability of additional activities such as golf, tennis, bowling and swimming (in swimming pools) would be quite likely. A more diverse night life, teen activities, festivals, summer symphonies, arts and crafts exhibits, other cultural activities, conferences and conventions are all possibilities, but more so in E because of its compact, more active village area.

B and D



The quality of camping and hiking would remain unchanged. The lakes area would become very crowded, but not as crowded as in Futures A and E. Greater opportunities would exist for activities such as golf, tennis, and bowling. A more diverse night life, teen activities, arts and crafts exhibits, other cultural activities, conferences and conventions are all possibilities, but would require an active promotional campaign by a strong community organization.

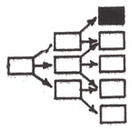
C



The quality of camping and hiking would remain unchanged in Future C. Crowding in the lakes area would rise, but would be lower than in the other futures. The variety of recreational, cultural and night-time activities would not improve significantly.

variety of goods and services

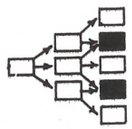
A and E



Many new businesses would be expected to open in Futures A and E. Considerable diversification would bring an increase in the variety of goods and services available. In Future A duplication of services and goods would be more prevalent, since several independent commercial areas may appear, rather than one concentrated commercial area as in Future E. Although more businesses are likely to open, both Futures A and E will experience large fluctuations in the amount of commercial activity between winter and summer, due to the large differences in seasonal population. Development of sufficient facilities to serve peak winter demand would be discouraged by the prospect of low use during the rest of the year. Hence, the quality of service will appear poor during peak periods resulting in frazzled nerves and frequent flares of temper.

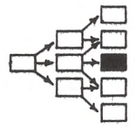
There could be a slight decrease in the cost of goods and services under A and E. However, this is not likely to be significant since the seasonal ups-and-downs problem would wipe out many of the economies that businesses would achieve through increased volume, and create a difficult seasonal employment problem.

B and D



Significant diversification would occur under these futures, although less than is expected for Futures A and E. The extent of this growth will depend on how successful the community is in its efforts to reduce the ups-and-downs problem. The more lopsided the economic growth, the less diversification one can expect, due to the greater risks for the potential business investor. If midweek and off-season business improves sufficiently, many desired changes, such as in evening entertainment, would probably be attained. Projected growth in Mammoth has already encouraged the planning of both a chain food store and a motion picture theatre.

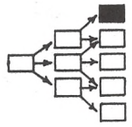
C



With growth completely curtailed in the C Future, there would be little incentive for further diversification in locally-available goods and services. Leveling off in the hitherto steadily-rising number of visitors would make investors hesitant to risk funds for expansion of established businesses or development of new enterprises. Hence the variety of goods and services available would remain at the present level or drop slightly as numbers of new or marginal, growth-dependent businesses were forced out by competition for limited markets. Prices would be likely to remain high or become slightly higher than they are now. The near shut-down of the construction industry, anticipated under Future C, would tend to reduce retail business below its present level in the short term, but this would be offset in the long term by the expected rise in summer recreation activity. The desire, expressed in the community attitude survey, for additional night-life opportunities for adults and teens would go unfulfilled in Future C.

transportation

A



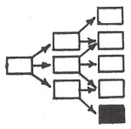
The spread-out, low density nature of this alternative would accommodate only an auto-oriented transportation system. A comprehensive minibus transit system would be unfeasible in Future A. A fixed guideway transit system such as that proposed by the DASHAVEYOR is judged to be economically unfeasible for any of the five futures described in this report.

Approximately 10,200 vehicles could be expected in Mammoth on a peak weekend, with about 8,500 on average weekend days. This is in addition to the approximately 1,800 vehicles belonging to the resident population. Vehicle counts of this size would cause massive parking problems both at the village and the ski lifts. Currently there is a shortage of 100-250 parking spaces at the ski lifts, and no more are planned. To accommodate parking at the ski lifts, extensive acreage would have to be developed for parking and serious environmental damage would be expected. The use of multiple-story parking structures would require only 25 per cent as much land, but these are expensive and would be visually objectionable, especially in the summer months. The anticipated car population of about 10,200, roughly three times the present level, would make presently-available parking in commercial areas grossly insufficient. Lack of parking can have the effect of discouraging large numbers of customers at retail businesses. In the event Route 203 is widened to four lanes, village parking is further reduced. Unless substantial development of parking structures occurred, the present village area would become economically unviable and would have to be moved to another location. In Future A, approximately 5,500 additional parking spaces would have to be added to the present available parking. This could cost anywhere from $1,650,000 for ground-level paved parking (31.5 acres) to as high as $22,000,000 for two or five-story parking structures below ground, and $11,500,000 for two to five-story above-ground structures. These cost estimates do not include land cost.

Under Future A, large-scale traffic congestion would occur on the existing street system. For example, Minaret Road at its present width would, with the anticipated traffic loads for Future A in 1985, take six to eight hours to move peak day user traffic to the ski slopes. Under Future A, Minaret Road would have to be widened to four lanes, with 10-foot shoulders for snow dumping. Given the traffic crisis projected, the single-line traffic pattern should be eliminated and a one-way loop system installed, possibly along Highway 203 and Meridian Boulevard. Signals, turn lanes and crosswalks would be required on all highways and primary streets.

Costs for road construction and traffic controls would be on the order of $2.7 to $4.3 million, and parking facilities are estimated in the range of $1.6 to $22 million.

E



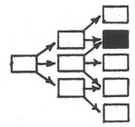
Future E is characterized by increased density of development within the existing privately-owned land area. Densities envisioned in Future E (which incidentally do not involve any net increase over present zoned densities) and the numbers of automobiles which could be expected could create grave transportation problems if the auto were allowed to remain the dominant mode of transport. As many as 10,000 visitor vehicles, in addition to 1,500 to 2,100 resident cars could be expected on a peak weekend. Traffic, parking, safety, and control problems would be enormous, not to mention the social and environmental impacts. A totally urban atmosphere would be created if the auto dominated. Presence of the auto in the town center under Future E is considered clearly unworkable.

However, the densities which make an auto-centered system unworkable make it feasible to implement a totally pedestrian-oriented transportation system in which the resort quality of Mammoth could be retained. In order to do this, concentrated efforts in five interrelated areas would be necessary: (1) Development of centralized commercial and entertainment areas and discouragement of linear development; (2) Prohibition of all vehicular traffic other than service traffic from the village center, ski areas, and accommodations areas in the center of town; (3) Fringe parking facilities to accommodate visitor vehicles; (4) A public transportation system interconnecting the above areas which provides cheap and frequent service; and (5) Development of alternative long-distance transportation to discourage people from driving to Mammoth.

A pedestrian environment cannot be achieved where automobile traffic exists on a large scale. Therefore, the restriction of auto traffic other than service vehicles from all but outlying areas of Mammoth becomes essential in Future E. This restriction would have to include local traffic in all except residential areas during peak days. Visitor traffic should be prohibited in the following areas: Route 203 from two-and-one-half miles west of the Route 395 Junction; Meridian Boulevard north of Old Mammoth Drive; and Old Mammoth Drive beyond Meridian Boulevard. During weekday and non-holiday periods local traffic and limited visitor traffic could be permitted in the village, but the presence of an adequate transportation system should discourage it.

Fringe parking areas would be required for up to 10,000 cars, taking up to 50 acres.

B

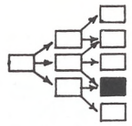


Alternative Future B involves a low-density form of development similar to A, but is more geographically constrained than A. Accommodation of a very limited form of public transportation would be possible, but the auto would remain the major feature of the transportation system. A peak weekend car count of approximately 6,600 vehicles could be expected, with about 5,000 vehicles on normal user weekends. In addition, about 1,200 to 1,500 cars belonging to residents would have to be added to those numbers.

Parking problems would be less severe than in A, but there would be a shortage of some 2,500 to 3,600 spaces over present capacity. As in A, this shortage would have to be resolved by construction of parking lots or structures both at the ski lift area and the village. Estimated costs for parking facilities would run from $900,000 for paved ground-level parking, to $6,500,000 for five-story above-ground parking structures, and $13,000,000 for five-story below-ground parking structures.

The estimated capital cost of construction of roads and traffic control systems in B ranges from $2.6 million to $4.0 million. The proposed minibus system for B would involve approximately $26,500 in initial capital costs, and $24,000 per year in operating costs. Assuming a no-fare or low-fare policy, this would have to be absorbed by local subsidy from business, parking fees charged to visitors, by possible Federal subsidy (unlikely), by an enforced bed tax, or by property tax or a special assessment district. The latter are probably only feasible if Mammoth incorporates.

D



Alternative D is characterized by increased density of development within the existing privately-owned land area. From a transportation point of view, grave problems could be generated with continued dependence on the automobile.

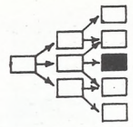
An estimated 6,600 visitor vehicles in addition to 1,200 resident cars could be expected on a peak weekend. Traffic, parking, safety, and control problems would be enormous if the auto dominated the transportation system, not to mention the social and environmental impacts. A totally urban atmosphere would be created if this were to occur.

However, the density which makes an auto-centered system unworkable, makes it feasible to implement a totally pedestrian-oriented transportation system in which the resort quality of Mammoth could be retained. In order to do this, concentrated efforts in five interrelated areas would be necessary: (1) Development of centralized commercial and entertainment areas and discouragement of linear development; (2) Prohibition of all vehicular traffic other than service traffic from the village center, ski areas, and accommodations areas in the center of town; (3) Fringe parking facilities to accommodate visitor vehicles; (4) A public transportation system interconnecting the above areas which provides cheap and frequent service; and (5) Development of alternative long-distance transportation to discourage people from driving to Mammoth.

A pedestrian environment cannot be achieved where automobile traffic exists on a large scale. Therefore the restriction of auto traffic other than service vehicles from all but outlying areas of Mammoth becomes essential in Future D, similar to the case of Future E.

Fringe parking areas would be required for as many as 5,000 to 6,000 visitor vehicles on peak weekends.

C



While Alternative C remains largely unchanged physically from its present state, the possibility exists that a modest bi-modal transportation system could be developed. The auto would remain dominant over a bus system at about a 70/30 ratio.

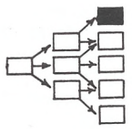
Parking at the ski lifts would require an extra two to four acres over that presently available and there would be only a modest increase in parking requirements in the village area. However, it should be noted that parking in the village is a serious problem at the present time and even continuation of the present situation would be unsatisfactory. If Meridian Boulevard were not extended to Route 395 and to Minaret Road, at least as a two-lane highway (preferably one-way), Route 203 would have to be widened to provide adequate service. This would lessen parking now available in the commercial area. Traffic control devices would be necessary. The upgrading of the road system involved in C would be necessary due to inadequacies already existing in 1972, including but not limited to serious congestion problems on peak weekends.

If a bi-modal system were to be implemented in C, the following conditions are required: (1) Limitation of auto access to ski lifts to current parking capacity; (2) Develop central parking area or structures to accommodate excess vehicles; (3) Develop bus system for village mobility and access to slopes. It is estimated that a 1,500 car parking facility would be required.

Under Alternative Future C, excluding the bus system, capital costs for road upgrading and traffic controls is estimated at between $2,000,000 and $3,500,000. The 1,500 car parking facility is estimated to cost about $1,250,000. Cost for operating the bus system would be about the same as for the system proposed in Future B (capital cost $26,500; operating cost $24,000 per year).

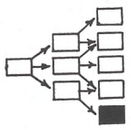
snow removal

A



This is the highest cost alternative in terms of snow removal due to the high expected road mileage. The total estimated cost of $123,000 per year would average out to about $28 per permanent resident. These numbers were calculated on the basis of a residential street average daily traffic (ADT) of 100 and a State Highway 203 ADT of 9,400 during the winter months. No snow hauling is included. The estimate is based on 139 lane-miles of road to be cleared. At the very minimum, on-street parking would have to be banned to prevent a total breakdown of snow removal operations on peak weekends. Even if this were accomplished, the 10,000 cars in the town on a peak weekend could still create a critical problem under heavy snow conditions.

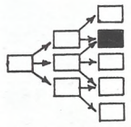
E



This high-density alternative has the lowest per capita snow removal cost. The gross cost is estimated at $87,000, with average per capita cost of $20 per permanent resident. Residential ADT was assumed to be 200 and Route 203 was assumed to have an ADT of 9,400. Because of the intensity of development, ten lane miles of snow hauling was added to the total cost. This estimate assumes 76.5 lane miles of roadway would have to be cleared.

A functioning public transit system and the banning of autos from the town center would greatly reduce the conflicts between autos and snow removal equipment, making snow removal a manageable problem rather than a critical one, as it is today.

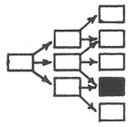
B



Estimated total annual cost of snow removal in B would be $78,000. The average cost per permanent resident would be $27. ADT's of 100 for residential streets and 6,200 for Route 203 were assumed. An estimated 87.5 lane miles of roadway would require clearance. No snow hauling is expected to be necessary.

On-street parking would have to be banned in winter to prevent a total breakdown of snow removal operations during heavy snow conditions. Even if this is accomplished, a serious problem could be expected with more than 6,000 cars in the town on a peak weekend.

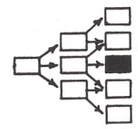
D



Estimated total annual cost of snow removal in D would be $71,000, slightly less than the cost for B with the same population. Average annual cost per permanent resident is estimated at $24.48 ADT's of 200 for residential streets and 6,200 for Route 203 were assumed. An estimated 68.5 lane miles of roadway would require clearance. While it is difficult to predict the need for snow hauling, it is estimated that the intensity of development along Route 203 would necessitate about five lane miles of snow hauling. This has been included in the total cost figure.

The implementation of a public transit system and the banning of autos from the town center would greatly reduce conflicts between snow removal equipment and cars, making snow removal a manageable problem rather than a critical one, as it is today.

C

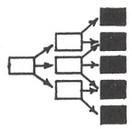


Total annual snow removal cost is estimated to be $49,000 for Future C, which is very close to current estimates of today's cost. A cost of $22.22 per permanent resident is estimated. ADT's of 100 for residential streets and 3,850 for Route 203 were assumed. The total estimated road mileage to be cleared is estimated at 54.5 lane miles. There should be no significant snow hauling required.

Snow removal problems caused by on-street parking would continue to be serious, as they are at present. In order to make the situation more manageable, on-street parking would have to be banned.

distribution of governmental control

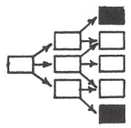
A,B,C,D and E



The problem of governmental control is a complex one, whose solution is largely dependent on local actions in the months and years to come. There is no one predictable "answer" as to what distribution of governmental authority would occur under each of the five futures. A discussion of this problem can be found in Part II of this Summary Report, entitled Implementation and Local Control, to which the reader is referred. As this discussion shows, there are a number of local control alternatives to select from, each with advantages and disadvantages that should be weighed in terms of the type of future desired, the amount of local autonomy the community feels it needs, and the ability and willingness to organize and provide leadership for the resulting activities.

water supply

A and E



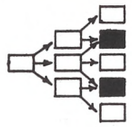
Water supply under A and E would be a serious problem due to probable limits on additional water rights and storage. The Mammoth County Water District must expand its boundaries and distribution facilities and provide a water storage reservoir to service Future A or E.

A combination of increasing the Mammoth County Water District's surface water rights and using Lake Mary as a storage reservoir is necessary to provide the required volumes of domestic water to meet peak winter population demand.

Minimum requirements call for an increase in the surface water right to 2.5 cubic feet per second (the existing right in 1972 is 2.0 cfs), accompanied by a reservoir storage capacity of 71 million gallons (see table). The storage reservoir would have a fluctuating lake level and should be refilled to the higher water line by Memorial Day each year for summer recreation purposes. The existing withdrawal right of 2 cfs would necessitate a reservoir storage capacity of 131 million gallons. However, at 2 cfs, the accumulated withdrawal volume would not fill the reservoir and there would be a yearly deficit of 40 million gallons that would have to be made up from other sources.

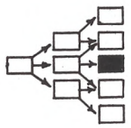
The conversion of Lake Mary to a storage reservoir would damage the aesthetics of the lake shore and necessitate the flooding of private and Forest Service lands bordering the lake.

B and D



An increase in the surface water right or reservoir storage is necessary to provide the necessary volume of domestic water required to meet peak population demands. If additional water rights cannot be acquired, then Lake Mary (or a comparable facility) would have to be used as a storage reservoir. This would cause a one foot fluctuation in its level and some flooding of adjacent land (see table). The aesthetic effect would be unpleasant, but minor by comparison to the effect in Futures A and E.

C



Present surface water rights (2.0 cfs) would enable the Water District to supply a stable population of 13,000. Existing storage tanks (capacity 1.35 million gallons) would provide more than enough domestic water to serve the nearly 19,000 peak weekend population projected in Future C. However, additional water storage capacity would have to be provided to meet a requirement of the National Board of Fire Underwriters. This requirement would call for a flow of 2.5 million gallons over a ten-hour period in Future C. Present storage capacity would satisfy about .7 million gallons of this requirement, and an additional 1.8 million gallons of storage would have to be developed to fully satisfy the fire flow criteria for peak population.

WATER SUPPLY AND STORAGE STATISTICS FOR FUTURES A AND E

Surface Water Right (in cubic feet per second)	Annual Deficit to be Met with Storage Facilities (millions of gallons)**	Fluctuation in Lake Mary Water Level If Used as a Reservoir (in feet)
2.0*	131	7
2.5	71	3
3.0	11	1
4.0	3.6	0

*Present surface water rights (1972). This flow would be insufficient to replenish the water drawn from Lake Mary during periods of heavy water demand.

**Includes a fire flow requirement of 3.6 million gallons, which can be met by storage tanks.

WATER SUPPLY AND STORAGE STATISTICS FOR FUTURES B AND D

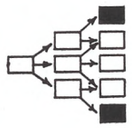
Surface Water Right (in cubic feet per second)	Annual Deficit to be Met with Storage Facilities (millions of gallons)**	Fluctuation in Lake Mary Water Level If Used as a Reservoir (in feet)
2.0*	12	1
2.5	3.0	0
3.0	3.0	0

*Present surface water right (1972).

**Includes a fire flow requirement of 3.0 million gallons, which can be met by storage tanks.

ups and downs: the peak loading problem

A and E

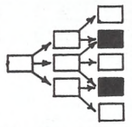


Although much depends on the effectiveness of Mammoth Lakes' summer promotional activities, it is safe to say that the higher levels of winter population growth would cause severe SEASONAL FLUCTUATIONS of commercial activity and employment opportunities. Futures A and E would experience the worst ups-and-downs problem, not only in terms of seasonal fluctuations but also in terms of weekday-weekend fluctuations which characterize the winter period.

Under A or E, local businesses would find themselves in a peculiar position: While the large winter populations would cause the economy to flourish, individual businesses would find themselves in fierce competition for summer and off-season business. The large investment required to handle the heavy winter business would become a liability during off-season periods of under-use.

The local employment market would be extremely unstable. Seasonal unemployment would be severe, and a large contingent of service employees would come and go with the seasons. Difficult housing and social problems could be expected to accompany this situation. Local promotion of supplemental off-season economic activity is almost a necessity in Futures A and E (see impact statements for Other Economic and Cultural Opportunities).

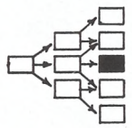
B and D



Although much depends on the effectiveness of Mammoth Lakes' summer promotional activities, it is safe to say that higher levels of winter population growth would cause greater seasonal fluctuations in commercial activity and employment opportunities than at present. Although not as serious as in Futures A and E, the ups-and-downs problems of Futures B and D would create substantial difficulties for many businesses.

While business may seem to flourish in the winter, it is likely that the balance of the year would find substantial under-use of commercial facilities. This would be accompanied by substantial seasonal unemployment and under-employment. If the community actively encouraged supplemental economic activity during the summer and off-seasons, this problem could be solved, at least partially (see impact statements for Other Economic and Cultural Opportunities).

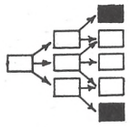
C



Future C would experience the mildest form of the seasonal ups-and-downs problem. Conditions in 1985 would be similar to the 1972 situation. This does not mean that there would be no problems. Community action to bring in supplemental economic activities could result in significant reductions in ups-and-downs, particularly by promoting business during winter weekdays and off-season periods. This would be important, since the overall annual level of commercial activity in C would be lower than in the other futures.

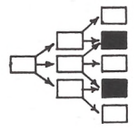
long term stability / instability

A and E



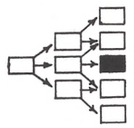
Long term stability is obviously a desirable goal for which to strive. Sudden, unexpected drops in local economic activity require painful economic, social and personal adjustments which benefit no one. Although Futures A and E hold the greatest potential for the local economy, they also involve the greatest risk. As the economy becomes more dependent upon skiing, it becomes more vulnerable to the competitive onslaught of new ski resorts. The potential impact of Mineral King or a comparable development has been discussed in earlier sections of this report, but deserves reiterating. If the development of Mineral King were delayed long enough for the population of Mammoth to reach the level of Futures A and E, Mammoth would face a serious economic decline. Many businesses would find themselves with a large excess capacity, unemployment would become widespread, the number of residential units would exceed demand, and it is likely that real estate prices would undergo a substantial readjustment. The likelihood of such a decline can be reduced by the proper pacing of development and careful planning at the community level with close cooperation from the Forest Service.

B and D



The potential for economic instability would be present under certain conditions for Futures B and D, but would not be as great as for Futures A and E. If the development of Mineral King or a comparable facility were delayed and the population of Mammoth were to reach the level of Futures B and D, the opening of Mineral King would cause a decline in the Mammoth economy, resulting in unemployment, business failures and vacant housing. The size of the decline would depend upon the scale of Mineral King, but under no circumstances would it approach the magnitude for Futures A and E. Nevertheless, the proper pacing of development and careful planning with close cooperation from the Forest Service would be necessary.

C

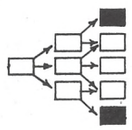


After an initial adjustment period in the near future, C should have no significant problem of long term instability, and therefore scores much higher than the other futures on this issue.

alternative economic and cultural opportunities

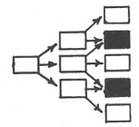
The economic and cultural gaps in Mammoth were frequently cited in interviews with community members as serious problems. Economic gaps occur during the winter weekday periods which experience large sags in skiing activity during the transition periods just before and after the winter season, and during off-peak summer periods. Cultural gaps also occur in the lack of opportunities to participate, actively or passively, in music, art, theater, education, crafts, and other informal and formal pursuits. Although these gaps are a source of great concern, at the same time they are a source of great opportunity--an opportunity to use the beauty of the Mammoth area and take advantage of the complementary nature of cultural development and economic balance. By promoting Mammoth as the location for conferences, special cultural events, and placing special emphasis on the inactive periods of the year, Mammoth could deal with both problems at once. Mammoth is well endowed with the basic raw materials for such a program: great natural beauty, numerous sites of special interest and a great variety of recreation activities. What is needed is for a strong community organization to launch a well-coordinated and vigorous promotional campaign with the full cooperation of all elements of the business community and the Forest Service; and based upon a feasibility study that would identify primary markets, the necessary facilities to serve these markets, and the promotional strategy for reaching the potential clientele.

A and E



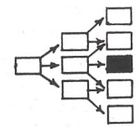
Futures A and E would be most in need of such a program in terms of dealing with economic instability, because these futures would be most dependent on one industry--skiing--for their livelihood; therefore, they would experience the greatest ups and downs and be most vulnerable to an economic decline. Future E holds the greatest potential for success in such a program because of its more compact, lively, pedestrian oriented character which would put visitors within close access of the widest variety of activities.

B and D



Futures B and D would experience less severe seasonal fluctuations than A and E, but supplemental economic activity is still highly desirable in B and D. As in A and E, a strong promotional campaign would be required on the part of a well organized local group. Future D would have an advantage over B in that its compact, visually attractive town would be a greater attraction for the type of meetings and cultural events envisioned.

C



Future C experiences the least seasonal fluctuation. However, its overall lower level of economic activity suggests that such supplemental activity would be worthwhile. It would be difficult to implement such a program in C because construction of adequate meeting facilities may not be economically feasible.

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